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June 1993

INSCOM JOURNAL



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- ❑ Command Sgt. Maj. McKnight Bids 'Farewell'
- ❑ 513th Supports Operation Restore Hope
- ❑ 'Dagger Brigade' Relocates and Reorganizes



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INSCOM Journal

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Cover Photo: *Sgt. David G. Davis, Headquarters Detachment, 513th Military Intelligence Brigade, is surrounded by the children of Somalia expressing their thanks for U.S. aid. (U.S. Army photo)*

Esprit de Corps Not Always Obvious

By Chaplain (Col.) Sam Lamback

W e chaplains are charged to address issues of religion, morals and morale. Morale can be defined as enthusiasm, confidence, loyalty, and all that good stuff which commanders want to see in the attitude of their troops. "Esprit de corps" is the collective term. Naturally, then, chaplains have pastoral concern for the esprit of the units they serve.

But the soldier has a fundamental propensity, a deep desire, a compulsion — yea, even a right — to complain. Who ever heard of a soldier who loved Army chow, PT in the snow, family separation, government quarters and IG inspections?

Aware of the above, the chaplain is in a double bind. How do you jump-start morale? Is there a recipe for esprit?

I've found one.

Here's how you produce that sense of fulfillment and respect, loyalty and enthusiasm which all the commanders since Joshua have sought for their units:

1. *Work 'em to death.* Give them more missions than they can accomplish with the personnel, funding, and time available.

2. *Make them a tenant unit.* That is, locate them far away from their major command, where they become exceptions to the norm, foreigners and, sometimes, second-class citizens in

the viewpoint of some of the host personnel.

3. *Scatter the unit.* Place subordinate elements of the command at various installations.

4. *Emphasize deployments and separations.* Send the soldiers overseas in small or large groups. The farther away, the better — preferably unaccompanied.

5. *Finally, move the unit while requiring it to continue its overbearing missions.*

Sound strange as a plan for high morale and esprit de corps? At first you would think so.

I know it works because I see it happening in the 513th Military Intelligence Brigade. As a guest of Brigade Chaplain (Maj.) Paul Howe, I participated in unit information and feedback sessions for their units at Fort Monmouth, at Vint Hill Farms Station and at Aberdeen Proving Ground. I was impressed with their sense of purpose and enthusiasm as a unit. I give them A+ in esprit de corps.

The above criteria do not comprise the entire list, I admit. Add to that:

1. *Commanders who really care about their people.* Col. Robert Noonan and his predecessors, along with his subordinate commanders, have built a strong communication system throughout the ranks. It over-

comes potential obstacles or location and operational intensity.

2. *Family Support System.* Operation Desert Shield/Storm impressed me with the vigor of 513th families in support of each other. That spirit lives on amid the continuing deployment and high-visibility missions. Their network is a model for the Army.

3. *Staff members who work for the good of the soldiers and don't care who gets the credit.* The best example of this, in my opinion, is Chaplain Paul Howe. If you want to meet a chaplain who loves and works for the good of his people, he is one of the very best.

Soldiers will always complain. It's a tradition and a right. You might even hear one of the Vigilant Knights grouse about the weather, the duty, or the projected move down to Fort Gordon in '94.

But I know his unit has the "recipe for esprit." I salute this superb unit community. Already, I grieve at their expected departure. ☘

Chaplain Lamback is the Post Chaplain at Fort Monmouth, N.J.

Farewell to Command Sgt. Maj. McKnight

Maj. Gen. Charles F. Scanlon



The time has come to say farewell to an outstanding soldier, Command Sgt. Maj. Raymond McKnight. After more than three decades of valiant service to the United States Army, McKnight will retire in September. We will sorely miss his wealth of experience, staunch leadership, and heart for soldiers.

Command Sgt. Maj. McKnight enlisted in the Army in September 1961 in the Quartermaster corps. He joined the Army Security Agency in November 1964, and cross-trained as a Morse Intercept Operator at Fort Devens, Mass. From 1965 to 1987, McKnight served in a variety of intelligence positions around the world including: Voice Operations Team Chief in the Republic of Vietnam 1965-1966; 1st Sgt., Detachments C and J, Ubon, Thailand, 1971-1972; Command Sgt. Maj., U.S. Army Field Station Berlin, 1981-1986; and Command Sgt. Maj., U.S. Army CONUS Military Intelligence Group, Fort George G. Meade, Md., 1986-1987. After 22 years of intelligence experience, McKnight assumed the mantle of Command Sgt. Maj. of the U.S. Army Intelligence and Security Command (INSCOM) in July 1987.

Since he joined the INSCOM headquarters, McKnight has consistently demonstrated an impressive ability to mentor, professionally develop and lead soldiers. He has walked the ground of most of INSCOM's 175 world-wide locations, always focusing on our soldiers and on the mission and objectives of the Army and INSCOM. McKnight

has worked extensively with the Army service schools to enhance school curricula to better prepare our soldiers for the demanding missions of the post-Cold War Army. His efforts have resulted in a strong NCO leadership network, second to none in our Army.

In addition to training and teaching, McKnight has been a brilliant light in caring for soldiers. His sage advice and wisdom always ensured that soldier issues received careful consideration. One of his best known achievements was the development and administration of a 1.2 million dollar benefit association, known as INSCOM Benefit Association (INSCOMBA). The INSCOMBA continues to assist over 2,000 soldiers, 400 civilians, and 900 family members through scholarship and tuition assistance distribution.

INSCOM has also been fortunate in receiving the selfless service of McKnight's wife, Mary Ann. Mary Ann has worked countless hours in support of the INSCOM family action program and has traveled extensively around the command to assist INSCOM families and represent their needs at Regional Family Action Conferences. Many INSCOM families and soldiers are witness to her untiring dedication, patriotism and support.

Command Sgt. Maj. and Mrs. McKnight, thank you for a job well done. Your efforts will leave a lasting legacy of professionalism and care for soldiers. INSCOM will miss you. Farewell, thank you, and all best wishes. ✻

Farewell to Arms

Command Sgt. Maj. Raymond McKnight

As many of you know, I am retiring this month. I am grateful to our Commander for allowing me the use of this forum to express my concerns during my tenure as the INSCOM Command Sergeant Major.

During my career, I have developed a sincere appreciation, as well as a high level of confidence in and admiration for the soldiers, civilians, and family members of the INSCOM family. I appreciate the support, commitment, and loyalty you have given this command and me. I am extremely proud to have served with you.

I am also grateful for the opportunity to serve our nation. Service to one's country is the greatest honor that can be bestowed upon its citizens.

I thank God for providing me the strength and health to participate with you in honorable service to our Army and the country we love.

Our nation and its military services have experienced significant challenges and changes in the last three decades. Throughout this period, soldiers showed initiative and perseverance, and successfully met each challenge and change, resulting in a competent and confident fighting force.

The Army evolved from a fighting force misunderstood by many Americans, who held the soldiers responsible for the conduct of the Vietnam War — to a victorious Army returning from the Persian Gulf, admired by our nation for their loyalty and sacrifices.

I had the opportunity to serve with soldiers who worked week after week without time off — whether it be to meet mission requirements, master new equipment, train soldiers or raise monies that assisted comrades in financial difficulties to return home for family emergencies.

Today I am completely confident in our Army. Soldiers' actions epitomize the meaning of teamwork and selfless service. Soldiers have always cared about each other and completing the mission to the best of their ability.

These selfless sacrifices and accomplishments are indicative of our Army's ability to meet future challenges. The



Army is experiencing a reduction in funding which impacts on all aspects of the maintenance of an armed force. Installations are becoming overcrowded due to the return of forces from overseas and base closures. Various military occupational skills are being consolidated, forcing a percentage of our soldiers to reclassify. Reductions in the Army continue to challenge soldiers to complete the same mission with fewer personnel.

These and many other challenges will be met successfully. Our soldiers are caring, committed, and loyal — and have volunteered to serve our country and its citizens. Soldiers continue to serve proudly and now live in a nation where military service is the second most respected occupation. I am certain the high-quality soldier in uniform today will lead our Army into a secure and rewarding future.

My career has been an immense and rewarding challenge. The greatest reward was the opportunity to serve the country I love. The associations and friendships I have enjoyed will be cherished and will last a lifetime. Soldiering has been our common thread, and many of the memories are the same. Memories are valued, and mine are priceless.

I appreciate each of you and what you have accomplished. I am eternally grateful and proud for having had the opportunity to serve with all of you — when you were needed, you were there. I would be honored if you would visit Mary Ann and me when we retire to 6221 Green Acres Drive in Pensacola, Fla.

The soldiers, civilians, and family members of this command will always be in my thoughts and my prayers. All my best wishes. God bless you all. ☸

*All of our people all over the country —
except the pure-blooded Indians —
are immigrants or descendants
of immigrants, including
even those who came
over here on the
Mayflower.*

— Franklin D. Roosevelt

The First Americans

By Ellen Camner



Seneca, Ottawa, Potomac, Minnesota, Wichita, Delaware and Pontiac. Miami, Illinois, Ohio, Dakota, Omaha, Manhattan, Oklahoma and Massachusetts.

The names are part of our everyday lexicon from a long-ago past, reminders of the culture of America's first inhabitants — the Native Americans.

The Pueblo Indians had lived in the west for thousands of years. When Christopher Columbus set foot on the shores of what would become the

United States, this was a continent inhabited by many nations. Hundreds of American Indian tribes existed. It was the Powhatans who made it possible for the early settlers to survive in a strange new land, furnishing them with bread and corn and other needs.

"For a subject worked and re-worked so often in novels, motion pictures and television, American Indians remain probably the least understood and most misunderstood Americans of us all." Those are the words of

President John F. Kennedy. And, in 1993, that view is as valid as it was more than three decades ago.

American Indians defy any single description. They were — and are — far too individualistic. Even today, they share no common language and are as different from each other, throughout the many tribes, as all of America's cultures are diverse. The contributions that Native Americans have made to our nation's history are as many and varied as the tribes themselves.

With today's emphasis on cultural diversity in America, we are challenged to be more informed and enlightened about the proud and widely diverse Indian people. Unfortunately, myths and misconceptions abound about the American Indian in American life today, and as President Kennedy said, they are the least understood and most misunderstood. Their heroic past has not received the recognition it deserves.

To explode some of those myths and clarify the modern-day Indian culture — or cultures — Carl Shaw of the Interior Department's Bureau of Indian Affairs (BIA) spoke to a large audience at INSCOM Headquarters. Shaw, a Cherokee Indian and Army veteran, is assistant to the Assistant Secretary for Indian Affairs and BIA Director of Public Affairs. He is the Bureau's chief spokesman on all matters relating to services provided by the BIA to all federally recognized Indian tribes in the country.

"You've probably heard that there is a unique relationship that exists between the American Indians and the government," Shaw said. "It is just that — a unique relationship that goes back to 1824 when BIA was created as part of the War Department. Its purpose was to regulate commerce with Indians. The Indians are the only people specifically mentioned in the Constitution — '... to regulate Commerce with foreign Nations, and among the several States, and with the Indian Tribes.'

"That is the reason the BIA still exists today. It is a political relationship that does not exist between other minorities in this country. Most of those tribes signed treaties with the United States, and those treaties are still in force today. The Indian Citizenship Act of 1924 granted full U.S. citizenship to the American Indians."

Tribal governments themselves are complex and vastly different. One-half of the Indian population lives on reservations, and economic conditions on the reservation reflect some of the best and the worst. Poverty is a way of life for many American Indians; unemployment is very high. But on

some reservations you'll find such things as resorts, hydroelectric plants, sawmills, auto parts manufacturing, printing plants and cassette production plants. Also, there are 22 tribally controlled, well attended community colleges. The tribes founded the colleges and operate them.

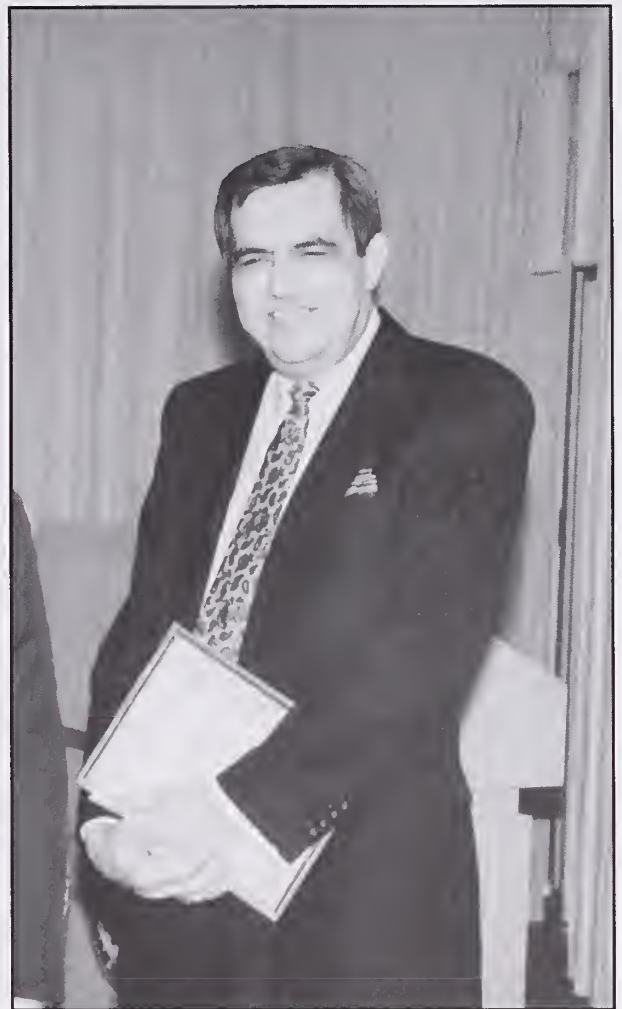
"Reservations have an abundance of natural resources such as coal, oil, gas and other minerals," Shaw said. "Land is the only thing they have. States and the federal government have responsibilities toward them because they are U.S. citizens. And, of course, they have the same hopes, dreams, desires and aspirations as everyone else has.

"The fact is, Native Americans are not all the same. Today, of the 500 tribes in the United States, 300 are in the lower 48 states and 200 are in Alaska. Although, historically, there has always been inter-tribal cooperation, the characteristics and culture of each tribe are very distinct today. Many Indian people prefer to be identified by the name of their tribe.

"An Indian reservation is not necessarily an Indian reservation," Shaw said. "Really, no two are alike because of a host of factors such as area and location, culture and customs, resources — or lack thereof — religion, education and livelihood. All of these make them quite different."

Here again, diversity abounds among the tribes — economic conditions vary widely.

"Some reservations are very pros-



"The fact is, not all Native Americans are the same," says Carl Shaw of the Bureau of Indian Affairs. Shaw spoke to the INSCOM workforce on modern-day American Indian life and culture. (Photo by T. Gardner Sr.)

perous. Gaming started in 1979 with bingo and now has expanded to full-fledged casinos in South Dakota, Connecticut, California, Minnesota, and Wisconsin. The Supreme Court has ruled that tribes can participate in games not prohibited by state law and without state regulations. This is of economic benefit. Last year, over \$2 billion in profits were derived from gaming alone. But this could lead to some states possibly relaxing their gaming rules, and that will take away from Indian profits," Shaw said.

Granted, many activities take place on the reservations, but Carl Shaw feels there needs to be a lot more.

The BIA spokesman focused on some of the myths that persist about American natives:

"A lot of people think that the Bureau of Indian Affairs runs Indian reser-

uations. False. Nothing could be further from the truth. BIA provides services, but the Indians have elected tribal governments, and many of them run their own programs under contract from the Bureau of Indian Affairs. Some have large numbers in many states. Those elected leaders run those reservations."

What about "Indian food?" There is nothing recognized in all parts of the country as being strictly Indian food. In the Plains, on the West Coast, in New Mexico, Arizona and the Eastern U.S., they are all different.

A question sometimes asked of Shaw is, "Do you speak Indian?"

"There are many Indian languages," he said. "About 270 are still spoken by tribes in the country today. Very few can speak another Indian tribal language." Many languages have been lost. Some tribes became extinct; others were absorbed into larger groups.

The treaties signed in the 1700s and 1800s affect American Indian life today.

"Indians signed the treaties with an 'X' because they simply thought they knew what they were getting," Shaw said. "The courts have generally been friendly in terms of settling in favor of the Indians. A lot of those rulings were made because the courts looked at what the Indian intent was. To them, 'For as long as the water flows and the grass grows,' meant forever. And that was what they thought they were getting from the treaties."

Contrary to widespread belief, Indians are not vanishing. The 1990 census counted two million people who identified themselves as Indians. If everyone who has a trace of Indian blood were counted, the number would be much higher. Estimates of the number of Indians in this country when the Europeans arrived vary widely, from five to fifteen million.

Unfortunately, according to Shaw, misinformed people sometimes display ignorance of American Indian culture. Views are sometimes voiced that only serve to perpetuate the widespread misconceptions that many people have of modern-day American Indian life.

"One man said he was convinced that Indian reservations are surrounded by barbed wire, and American Indians are held hostage there. And what is an Indian to say to a young Indian child when they see people on national TV dressed up in chicken feathers and strange Indian regalia brandishing tomahawks? A child will ask, 'Is that us?' 'Oh, they are honoring us,' is the answer. I think Indian people should not be viewed in that way. Let the American Indian people decide whether it is an honor to us to desecrate. Indian people like to be considered as Indian people and not as mascots," Shaw said.

"Custer National Park was named after someone who lost. It was changed to Little Big Horn National Park. Who wrote those stories? It was those who lost the battles.

"Sometimes I am asked why the Indian people have waited so long to raise these issues. My answer is that American Indians are few in number, and it has taken years for us to learn how to gain access to the media and get people to listen — to see that we have something to say."

The wealth of Indian art and folklore reveals the rich legacy of service and achievement the American natives have contributed to the strength of our nation.

In this time of environmental awareness, we admire the enduring legacy of America's original inhabitants: their close attachment to the land and exemplary stewardship of its natural resources. Their descendants carry on that legacy, the story of which has been handed down to each generation, and to all of us, throughout Indian history.

Former Secretary of the Interior Stewart Udall, who is from Arizona, spoke in 1963 of the Native American's reverence for the land:

"... the native American shared this elemental ethic: the land was alive to his loving touch, and he, its son, was brother to all creatures ... During the long Indian tenure the land remained undefiled save for scars no deeper than the scratches of cornfield clearings or the farming canals of the Hohokams on the Arizona desert."

"American Indian men and women have played a role in U.S. conflicts," Shaw stressed. "It's interesting that they have been a part of those who were the first to pick up arms when called, since the beginning of the Revolutionary War, on both sides of the Civil War, and up to the present."

From accounts of the Indian wars, the bravery and skill in battle of the Native American are the stuff of legends. When World War II began, there were over 25,000 American Indians in the military. With the call-up of National Guard and Reserve units, many more were mobilized. A Mexican-American and Indian unit, the 158th Regiment, was extremely combat effective and one of the most highly decorated World War II units. Pfc. Ira Hayes, a Pima Indian, was one of the men who raised the U.S. flag at Iwo Jima. The Marine Corps used Navajo troops in signal units to send code in their own language. Theirs was the only code not deciphered by the enemy. During World War II, Native Americans won 71 Air Medals, 51 Silver Stars, 47 Bronze Stars, 34 Distinguished Flying Crosses, and two Medals of Honor.

"One of my favorite monuments" Shaw said, "is the one with Ira Hayes, helping his fellow Marines raise the American flag at Iwo Jima. One of the first casualties in Desert Storm was an American Indian. You'll find the names of American Indians on the Vietnam Memorial Wall."

President Kennedy also said, "Our treatment of Indians... still affects the national conscience. We have been hampered — by the history of our relationship with the Indians — in our efforts to develop a fair national policy governing present and future treatment of Indians under their special relationship with the federal government.

"America has much to learn about the heritage of our American Indians. Only through this study can we, as a nation, do what must be done if our treatment of the American Indian is not to be marked down for all time as a national disgrace." ❀

DoD Seeks Help to Complete American Indian Recognition

By F. Peter Wigginton

The Pentagon needs your help. DoD is erecting a permanent exhibit to honor American Indians who served with or in the U.S. armed forces. To complete the display, Pentagon officials are seeking memorabilia, artifacts and pictures.

The permanent exhibit features Indian Medal of Honor recipients, Indian flag and general officers, Indian women, first Indian military academy graduates, Indian scouts during the 1800s, first Indian soldiers in the regular Army between 1890 through 1895, Indian code talkers (Choctaw, Comanche and Navajo) and Eskimo scouts in World War II and today.

According to Jerry Anderson, items already acquired include some photos in the various categories, an Indian scout's

Sharp's carbine and a World War II Navajo code talkers' radio. Anderson is the DoD Equal Employment Opportunity Manager researching for the exhibit.

Dedication ceremonies will be held in November, during American Indian Heritage Month.

Anderson also will author a DoD booklet chronicling the military contributions of American Indians. He hopes to contact American Indians willing to share personal reminiscences about their military service. He would also like to hear from persons who served with Indians or who have background material about them. Photographs of Indians in military service that can be copied for the booklet are also needed. The booklet is

intended to complement two previous DoD publications, *Black Americans in Defense of Our Nation* and *Hispanics in America's Defense*.

Persons who have items they wish to donate or photos they will lend for copying should contact:

Jerry Anderson, EEO Manager
OASD(FM&P), ODASD(CPP/EO)
Room 3A256, Pentagon
Washington, D.C. 20301-4000
Commercial 1-703-695-0105 or
DSN 225-0105.

Those interested may also send the accompanying veterans' data. ✂

Mr. Wigginton is with the American Forces Information Service.

NATIVE AMERICAN SUMMARY OF MILITARY SERVICE

Name: _____	Major course or field: _____	_____
Current address: _____ _____ _____	List all military schools, courses, or other training received: _____ _____ _____	Identify by location and date each period of service in a combat zone: _____ _____ _____
Tribal membership/affiliation: _____	List all duty assignments: _____ _____ _____	Identify any wounds received as a result of action with enemy forces and describe the circumstances: _____ _____ _____
Department, component, and branch or class: _____ _____	List the number and title of each military occupational specialty, Air Force specialty code or rate held: _____ _____ _____	When and where discharged: _____ _____ _____
Date entered service: _____	List each decoration, medal, badge, commendation, citation and campaign ribbon awarded or authorized: _____ _____ _____	Please include a picture of the person in uniform and a written summary of your/ the person's military experience. Send to: Jerry Anderson, EEO Manager OASD (FM&P), ODASD (CPP/EO) Room 3A256, Pentagon Washington, D.C. 20301-4000
List each grade, rank, or rate held: _____ _____ _____		
Date of rank: _____		
Highest civilian education level attained: _____		

Somalia — Going Soldiers of the 513th Head for Somalia

By Staff Sgt. Edith Davis

Idle chatter drifts through the terminal like the rustle of old papers in an empty attic. Lights reflecting through large windows reveal a cloudy outdoors, where planes look like large green ghosts awaiting the call to flight. Duffel bags, scattered in an arrangement known only to travelers, reveal snatches of bottled water, potato chip bags and photographs.

The travelers are not on vacation for the holidays. They're soldiers of the 202nd Military Intelligence Battalion, 513th Military Intelligence Brigade, and as they board the plane, they fly off to give perhaps the best present of all — the gift of life.

"The decision to go to Somalia is a national-level decision. We're so 'up' for this. There are U.S. and multinational forces providing aid, and it's such a vital mission that we're going in to support that aid," said Lt. Col. Michael G. Hollingsworth, battalion commander. "We've talked about providing care during this holiday season that's so much about caring."

Approximately 24 soldiers of the brigade have shipped out in two stages for "Operation Restore Hope." These soldiers will provide security and support for the troops transporting food to the people of Somalia.

"Right now we're to provide force protection security for as long as the troops are there," said Staff Sgt. Deborah D. Siler, an intelli-

gence agent. "Someone has to talk to the people to know if the troops are safe there, and that's what I do."

"Through our efforts we can help aid combat support elements who are responsible for relief efforts," added Sgt. 1st Class David C. Owen, a counterintelligence agent serving as the field detachment first sergeant.

Many of the soldiers feel these relief efforts are a good thing.

"I'm especially saddened by the fact that certain individual groups have so little regard for human life," Owen said, "that they would allow their own people to starve, especially the women and children. It's a desperate situation."

Siler, a Silver City, N.C., native, added, "You see people dying, and it's sad to hear that their own people would take food from them. I think it's really good they asked us to go in; it's a good Christmas present to restore hope. If they see other people outside their own country willing to help, no matter how little it may seem, and even though they are still dying, people will know you helped; they will know you were there."

And these soldiers go willingly.

"I want to go because it's a worthwhile cause — something to be proud of. This will be with us forever," said Chief Warrant Officer Dale C. Taylor, battalion motor officer and maintenance technician. "I will set up maintenance support and keep the equipment going."

This is not the first time these soldiers have answered the call to assist.

During Desert Shield/Desert Storm, the majority of the brigade deployed to Saudi Arabia, and Siler was there.

"I was away in Saudi, and I really didn't know what day it was from day to day. Time seemed to stand still," Siler said. "It's funny, when I was in Saudi, someone from the country walked up to me and asked, 'Isn't this your New Year's Day?' and I asked, 'Is it?' because I really didn't know what day it was. And now it doesn't feel like Christmas, because I've been so busy trying to pack."

While Siler reflects on holidays spent elsewhere, Taylor reflects on his family. He and his wife, Vickie, have a 13-year-old daughter.

"Naturally, I'll miss my family a lot, but we've missed several occasions throughout the years. You never get used to it, but you do get used to it, if you know what I mean.

"Being in the military, you know it's something you have to do. The best thing is the reunion when you get back."

Owen, a native of Monterey, Calif., has a wife, Catherine, and two daughters, ages five and three, and he expresses the overall feelings of these soldiers. "Of course, it's sad leaving during this time, but I feel honored and proud to participate in this exercise."



Staff Sgt. Davis is the PAO NCO at the 513th MI Brigade, Fort Monmouth, N.J.

Brigade Dedicates Conference Room to Deceased Veteran

By Staff Sgt. Lisa M. Hunter

The soldiers of the 66th Military Intelligence (MI) Brigade paid tribute to a fallen comrade, Jan. 22.

More than 100 guests and soldiers gathered for the dedication of a conference room in brigade headquarters to the memory of the late Lt. Col. David A. Douthit, a former 66th MI Brigade Adjutant.

Douthit served as the brigade adjutant from July 1987 to June 1990, when he transferred to the Pentagon. A promotable major, he deployed to Saudi Arabia during Operation Desert Storm.

On May 3, 1991, three days after his arrival in Saudi Arabia, Douthit was

killed in an automobile accident. He was 41.

"Throughout the brigade, Douthit, who was posthumously promoted to lieutenant colonel, was affectionately referred to as 'Major Dad,' after the television series character," said Brigade Adjutant Maj. Steven E. Barrett.

"Douthit was noted by friends and co-workers as a superior officer and all-around great person."

During the ceremony, two former brigade members spoke on Douthit's behalf while his widow, Martha, and friends listened.

"Dave Douthit was the conscience of the brigade," said Lt. Col. Richard J. James, one of Douthit's friends and a former brigade member. "It's fitting to have the conference room, where decisions are made, dedicated to him. When you make a decision, think about 'Would Dave approve?'"

The ceremony also featured music by the choir, SCHOLA, who sang "The



Col. Terrance M. Ford, 66th MI Brigade Commander, presents a memento to Mrs. Martha V. Douthit.

(Photos by Spc. Dwayne Young)



Brig. Gen. Thomas F. Sikora, USAREUR Deputy Chief of Staff for Personnel, hugs Mrs. Douthit after the dedication ceremony.

Battle Hymn of the Republic."

The ceremony ended when Mrs. Douthit, assisted by Brig. Gen. Thomas F. Sikora, the U.S. Army Europe Deputy Chief of Staff for Personnel, unveiled the conference room plaque and took down the banner hung across the door.

"I'm overwhelmed by this special dedication and touched by these special soldiers of the 66th MI Brigade," said Mrs. Douthit. "... This gesture of coming together at a time to heal, a time to think about a man that truly touched the lives of other soldiers." ❖

Staff Sgt. Hunter is the editor of "The Dagger," the monthly publication of the 66th Military Intelligence Brigade, Augsburg, Germany.

'A Center of Excellence — A Vanguard of Technical Training'

By Chief Warrant Officer Margaret Haacke

Technical proficiency in a military occupational speciality (MOS) has never before carried the importance it does in today's Army. As the number of soldiers dwindles, those remaining have to be the absolute best at what they do.

To ensure soldiers are just that, and to accomplish its Mission Essential Task List, the 741st Military Intelligence (MI) Battalion, 704th MI Brigade, Fort George G. Meade, Md., has established rigorous programs for incoming and already-assigned personnel.

Through the ingenuity of the Battalion Commander, Lt. Col. Eugene J. Komo Jr., a two-pronged approach to conquering the training problem has been developed: 1) a Battalion Learning Center (BLC) that focuses on specific technical skills required for each MOS, and 2) a Joint Language Center (JLC) that offers global language training but has the inherent flexibility to meet user-specified needs.

Komo's command philosophy includes the belief that soldiers must be tactically proficient *to survive* on the

battlefield, yet be technically proficient *to win* on the battlefield.

He also believes that the key to any successful training program is the chain of command. "Get involved totally, hold feet to the fire, and make it happen." The 741st is making it happen in tangible ways!

When a soldier in processes the bat-

unit. Believing that a well-rounded soldier must possess basic education skills, the first step of each mandate program is the administering of The Adult Basic Education (TABE) Test and the National Cryptologic School (NCS) Writing Placement Test.

Performance below the 11th-grade education level on the TABE test results in referral to the Post Education Center for tutoring programs. However, the soldier need only walk down the hall to meet an Education Counselor; an unofficial member of the battalion staff from the Post Education Center. This vital ingredient in the BLC program offers services semi-weekly through a dedicated counselor, Ms. Sue Jenks.

Komo's goal is for each soldier assigned to his unit to leave with at least an associate's degree. He makes attaining that goal almost foolproof. Jenks

gives each soldier a personal interview, tailoring a civilian education program to accommodate both duty section and personal requirements.

A portion of the remaining mandate courses offered are self-paced. Available equipment includes multimedia computers for computer assisted training (including typing and Morse



Lt. Col. Eugene J. Komo Jr., 741st MI Battalion Commander, stands beside a video teletraining monitor.

(All photos by PH1[AW] David Olsen, National Security Agency Photographer)

talion, one of the first steps is the BLC. The soldier is welcomed to the world of technical training.

Each 98-series MOS assigned to the 741st MI Battalion has an established mandate program that is intended to bring the soldier up to the intermediate technical level. Soldiers must fulfill the mandate during their tenure in the

code tutorials), televisions with video cassette players, and audio cassette recorders.

A unique feature of the BLC is a Joint Computer Training Center, consisting of four *SUN* terminals and a server (stand-alone system with four outstations). Soldiers, sailors, airmen and Marines can complete basic computer courses while waiting to report to their assigned duty section. Perhaps more valuable than the equipment is the quiet study area available in the BLC.

Several of the mandate courses are classified and must be completed in a secure area once the soldier is placed in a duty section. The courses range in subject matter from *Basic Traffic Analysis* to *Signals Intelligence (SIGINT) Reporting to Mathematics for SIGINT*.

Under the premise that the more a soldier knows about related fields, the better the mission will be accomplished, each MOS is mandated to take related courses or courses projected to meet future needs.

If a soldier happens to be an Army linguist (MOS 98G or 98C), the 741st MI Battalion is one of the best assignments that soldier will ever have in regard to language training. While other units talk about establishing a viable program, or try to make a fledgling program work, Komo has established a

trend-setting JLC. Serving soldiers, sailors, airmen, Marines and National Security Agency civilians alike, the JLC offers tailored resident language training via video teletraining (VTT).

The JLC currently has four VTT systems. Each system links students at Fort Meade with a Defense Language Institute instructor located in Monterey, Calif. By use of a camera and wide-screen television in each location with the signals beamed through satellite, classroom instruction is conducted live. The result is personal contact with immediate feedback.

The VTT system provides live interactive multi-media language instruction tailored to specific user needs. Each class can accommodate up to 10 students; each VTT system offers three different languages or levels per day.



Education counselor Sue Jenks (right) advises Spc. Debra Bowff on programs offered through the Army Education Center.

Language classes are taught five days a week from 8 a.m. to 12 a.m. In times of a shrinking budget, the elimination of travel and per diem costs to send each student to Monterey for resident training is impressive. The servicemembers and civilians receive the ultimate benefit of professional, dependable language training without the cost.

Additional features of the JLC include the Satellite Communications for Learning System that allows linguists to view commercial, worldwide foreign broadcasts real-time (or to record the



Soldiers, sailors and an airman participate in a video teletraining language course.

programs for later viewing), and intense translation courses taught by Army Military Linguist Program graduates. Through an aggressive program, the JLC meets virtually all linguistic needs.

Training and the tracking of it are areas that require continuous emphasis and monitoring. How does the 741st accomplish this task? Remember Komo's view of the chain of command's involvement and accountability? In view of this, the unit has developed an Individual Training Program (ITP) form for platoon sergeants to track each platoon member's progress. The ITP records

both personal and professional data. The platoon sergeant has vital information on each soldier on a single form. Upon completion of a course (be it a correspondence course, mandate course or another NCS course), it is entered on the ITP. This ITP is an inspectable part of the platoon sergeant's duties, which Komo personally spot-checks.

The platoon sergeant must also ensure that soldiers already assigned to the unit in process with the BLC, enter the mandate program, and fulfill the respective MOS mandate by taking a minimum of two required courses per year. If

a soldier encounters difficulty getting released by the duty section to attend a course, the platoon sergeant, along with the rest of the chain of command, is in the best position to intercede on the soldier's behalf.

The 741st Military Intelligence Battalion is — without a doubt — *a center for excellence, a vanguard of technical training!* ✻

Chief Warrant Officer Haacke is the OIC of the 741st MI Battalion Learning Center, Fort George G. Meade, Md.

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Reserve Components Increase Support Through Telecommunications Connectivity

By Lt. Col. Mark A. Coyle

Reserve component (RC) military intelligence (MI) units and soldiers are an outstanding resource for assisting in the Total Army collection of information, and the analysis and production of intelligence. Realizing the full potential of RC MI talent in peacetime and contingency circumstances has always been difficult. RC MI soldiers and units separated from their active component (AC) organizations, such as INSCOM and its major subordinate commands, suffer in their ability to respond rapidly to requirements.

Recent developments offer the promise of removing many of the old impediments to RC MI responsiveness. One such development is the connection of RC MI centers to the Department of Defense Intelligence Information System (DODIIS). Through this connectivity, Reserve units will receive tasks, conduct research and analysis using applicable data bases, and file reports in a timely fashion — all from the RC MI center.

Especially important for INSCOM are two units included in the plans for the addition of more RC MI centers to the DODIIS telecommunications network. These are the 1st MI Center in Phoenix, Ariz., and the 300th MI Brigade in Draper, Utah.

The first of these units, the 1st MI Center, a USAREchelons Above Corps Intelligence Center, provides all-source

intelligence wartime mission support to both the 500th MI Brigade and FORSCOM. A repository of very talented MI soldiers, the 1st MI Center has the potential to be an extremely valuable partner in producing intelligence to meet peacetime and contingency requirements. With the establishment of DODIIS telecommunications connectivity, the Center will receive mission tasks for immediate processing, have access to data bases and systems for developing intelligence products, and file the products with the 500th MI Brigade or FORSCOM.

DODIIS telecommunications connectivity will be especially important in enhancing the 1st MI Center's contribution to the total intelligence mission. First, the unit's connectivity will provide a significant vehicle for better coordination and increased RC-AC cohesion. Second, by utilizing the versatility of DODIIS, the 1st MI Center, an all-source organization with multi-discipline responsibilities, can achieve greater integration of a total intelligence product. Third, the center can work on a variety of tasks simultaneously in support of two primary theaters.

The second unit, the 300th MI Brigade, an Army National Guard organization headquartered in Draper, Utah, oversees six battalions. The

brigade's primary mission is to provide MI linguist support, and it has been extraordinarily effective in doing so. Through telecommunications connectivity, however, the 300th MI Brigade's capability to perform its mission will expand. The unit will not only receive, translate and analyze documents much more rapidly, but it will also file resultant reports with the tasking agency (such as the 500th MI Brigade) immediately.

Long-range linguist support is visible in the area of transcriptions. Connectivity will permit rapid transfer, processing and analysis of voice transcriptions. This support will be especially valuable to units such as the 703rd MI Brigade, an AC unit.

The Intelligence Directorate Reserve Affairs, in conjunction with the U.S. Army Reserve Command and the National Guard Bureau, is developing, testing and evaluating DODIIS telecommunications connectivity at the RCMI Centers in Phoenix and Draper. The results of these efforts will furnish a "blueprint" for future developments in INSCOM's employment of its Reserve soldiers and units. ✻

Lt. Col. Coyle is a member of the Active Guard Reserve assigned to INSCOM's Office of the Deputy Chief of Staff for Reserve Affairs.

Providing Force Protection Support to Operation Restore Hope

By Chief Warrant Officer Leonard Holden and
Warrant Officer Michael Halter

In late November 1992, when news of Somalia was still on page twelve of the local newspaper, the Department of Defense was considering military options to support the humanitarian relief operation in Somalia. Former President Bush was presented with three alternative courses of action: 1) continue medical supply and food relief support; 2) increase naval presence off the coast of Somalia; and 3) intervene to secure relief efforts both at the major ports and the interior distribution points. President Bush chose intervention and Operation Restore Hope was then fully developed.

Because Somalia is located in the U.S. Central Command area of operations, Army Forces, Central Command (ARCENT) was given the mission of supporting Operation Restore Hope. The 513th Military Intelligence (MI) Brigade, ARCENT's theater-level, Echelons Above Corps (EAC) military intelligence unit, was notified to prepare a task force for deployment to Somalia.

This was not the first time the 513th MI Brigade deployed its assets to provide theater intelligence support. During Operation Desert Shield/Desert Storm, the 513th provided multidisciplinary intelligence support

to U.S. forces in Saudi Arabia, Iraq, and Kuwait. The experience gained during the Gulf War proved invaluable and contributed to the brigade task force's ability to initiate and sustain operations in desolate, geographically separated areas.

Somalia is, however, a unique environment. Unlike Kuwait, the devastation throughout the country was not caused by a foreign invader. Civil war ravaged Somalia for nearly three years, leaving destruction and ruin in its wake. The threat facing the United States and coalition forces did not come from a single organized group. Warlords and their many political factions, clans, and religious organizations — all vying for power throughout the area of operations — were the threat.

Operation Restore Hope also differed from Operation Desert Shield/Storm in that the host country lacked a central government and functioning infrastructure. Absent were the host nation points of contact for operational coordination and information exchange. Conditions were extremely austere; Somalia was devoid of running water, electricity, and telephone service, and most of the buildings were reduced to hollow shells. Water and fuel were not always readily available, meals were limited to MREs (Meals-Ready-To-Eat), and supplies were virtually nonexistent.



"Deuce" HUMINT Team leaves the relative security of the U.S. Embassy in Mogadishu on a collection mission. *(U.S. Army photo)*

The 513th response was tailored to the requirements of "METT-T" or mission, enemy, terrain, troops and time available, and focused on support to the commander. Key considerations were:

- A fast and flexible contingency response was required — "sort it out on the ground."

- "Operations other than war" presented new challenges, but force protection from the theater to tactical level was the primary mission — human intelligence (HUMINT) would play a key role.

- The lack of a well established host nation government was both a challenge and an opportunity.

- Somali is an extremely low-density language in the Army — contract linguists were necessary.

- The theater of operations was extremely austere.

The 513th's original deployment package included 20 to 30 soldiers from each of the Brigade's separate battalions. This included an element from the 201st MI Battalion, a HUMINT detachment from the 202nd MI Battalion ("Deuce"), an intelligence analysis team from the 297th MI Battalion, and a technical intelligence team from the Foreign Materiel Intelligence Battalion.

As a direct result of the low intensity nature of Operation Restore Hope and signal and analytical intelligence support from both the U.S. Marines and coalition forces, the original deployment package was reconfigured as a HUMINT-heavy detachment from the 202nd MI Battalion, plus several soldiers from each of the other battalions.

Within 72 hours of notification, the 202nd HUMINT Detachment was completely loaded and prepared to deploy to Somalia. During those three days, personnel and equipment were identified and prepared for deployment, pallets were built (and modified), personnel were prepared for overseas movement, basic loads were drawn, property accountability was maintained, families were briefed, and



The Mogadishu HUMINT team seeks reported bandit checkpoints.

(U.S. Army photo)

special training (such as preventive medicine, country familiarization, and stress management) was conducted.

The "Deuce" detachment included counterintelligence (CI) agents, interrogators, and MI analysts organized into multidiscipline, force protection teams to support operations in Mogadishu and the forward distribution points. Included were two Defense Language Institute-trained Somali linguists assigned to the 202nd and three contracted native Somali linguists who augmented the detachment after arrival in country. The teams were largely self-sufficient; each had its own vehicles and equipment (to include tents, generators and automated information systems) to sustain independent operations.

The primary U.S. forces in Somalia, when the first element of the 202nd HUMINT detachment arrived on Dec. 20, 1992, were the 1st Marine Expeditionary Force, Marine Forces (MARFOR), 10th Mountain Division, Army Forces (ARFOR), and the staff which composed the Joint Task Force (JTF). The detachment quickly learned that there was a heavy CI presence already in country and in direct support of U.S. forces in Mogadishu and the major interior villages. The JTF

Directorate of Intelligence (J2) was augmented by CI agents from U.S. Forces Command, INSCOM, U.S. Army Training and Doctrine Command and various nondeployed Marine units. These augmentees were responsible for liaison with human relief agencies and walk-ins in Mogadishu. MARFOR had CI agents in direct support of their operations in Mogadishu, Baidoa, Bardera and Xuddar. ARFOR was responsible for providing CI support in Belet Weyne, Belli Dogle, Marka, and subsequently Kismayou.

The 202nd teams, with their multidiscipline structure and ability to operate independently, greatly enhanced the JTF J2's capability to conduct intelligence collection operations. Limited by a lack of transportation, J2 augmentees readily accepted 202nd assistance in the Mogadishu area. As a result, the detachment was able to quickly learn the area, make and expand contact with several human relief agencies, and begin identifying key Somali personalities.

With the departure of the CI augmentees in early January, the J2 directed and supervised specific missions for the 202nd HUMINT team in Mogadishu. These missions included

Warlords and their many political factions, clans, and religious organizations — all vying for power throughout the area of operations — were the threat.

limited document exploitation (DOCEX), liaison with human relief agencies, and operations in conjunction with force protection support. Because Mogadishu was in MARFOR's area of responsibility, traditional theater-level CI missions of port security, vulnerability assessments, and incident investigations were accomplished by the large MARFOR CI element in the capital. The J2's mission guidance only partially resolved mission overlap between the "Deuce" and MARFOR CI assets. Considerable coordination concerning activities and movements was required to facilitate secure and efficient operations.

CI agents and interrogators in Mogadishu worked with influential local Somali nationals to achieve the JTF's objectives. The native linguist augmentees proved to be a tremendous asset in this area. Each had an in-depth knowledge of the culture, the composition of the cities and villages, and most had maintained personal contacts with influential people who had remained in Somalia. The lack of a central government and a local infrastructure made their support that much more important. Many individuals readily came forward with information concerning their rivals in the various political factions, clans, and subclans. This information included locations of weapons caches, mined areas, bandit strong points, unauthorized checkpoints, and other items of intelligence interest. Valuable information was also obtained from former political, police, and military officials.

Initially, liaison with human relief agencies provided the HUMINT detachment with information on areas

of Mogadishu and regions in the Somali interior unoccupied by coalition forces. This information included mined areas, regions of the country that were experiencing heavy bandit activity, and the status and success of medical and relief operations in Somalia. As Operation Restore Hope matured and U.S. or coalition forces deployed into the interior, information from human relief agencies became dated, as much of the information was already known by JTF forces. The relief agencies remained an excellent conduit to the pulse of the Somali people and how the military forces were being perceived by the local populace. Liaison with all of the agencies continued through daily meetings held by the United Nations Operation Somalia Committee.

Other valuable sources of information in the early stages of Operation Restore Hope were local Somalis who constructed and manned road blocks and checkpoints separating political and clan factions. These checkpoints were normally manned by two to ten Somalis, approximately half of whom were armed, adding significantly to the hostile nature of the area. Roving checkpoints were also set up by bandits who charged occupants of vehicles for passage. To avoid U.S. retaliation, the armed gunmen did not confront or delay U.S. vehicles at these checkpoints. "Deuce" teams encountered several of these checkpoints daily during the course of their duties. By talking to the soldiers and gunmen at the checkpoints, they determined which clans and political factions controlled each part of Mogadishu and developed other valuable information.

The Mogadishu team was instrumental in locating a significant number of weapons caches. After they were

identified, the 202nd coordinated with the Explosives Ordnance Detachment and Task Force Mogadishu, a quick reaction Marine unit responsible for seizing weapons caches, and then participated in task force cache clearing operations. The Marine task force was not always available to neutralize identified caches, due to the number of incidents in and around Mogadishu. On these occasions, "Deuce" soldiers coordinated with the JTF J2 and MARFOR, assessed the situation, secured the area, cleared the facilities and captured weapons and ammunition.

Several raids on weapons caches resulted in a large quantity of captured documents. Although the 202nd had only a limited DOCEX capability, translation and analysis of the documents provided valuable insight into the logistics of arms importation and distribution throughout Somalia. The success of the 202nd DOCEX program assisted in the identification of key individuals involved in the weapons trade. DOCEX was expanded to include Somali-generated propaganda efforts and local newspapers. Later in the operation, DOCEX provided key information for other 513th missions.

The 202nd HUMINT detachment also deployed teams in support of ARFOR shortly after arriving in-country. Although ARFOR had an immediate need for force protection support to their forward units, their CI soldiers did not arrive until early January 1993. On Dec. 24, 1992, the detachment began deploying three HUMINT teams consisting of CI agents, interrogators, and Somali linguists to Belli Dogle, Marka, and Belet Weyne in direct support of ARFOR units. The team's

mission varied at each location, based on the intelligence needs of the supported commander and the type of armed resistance expected. However, the overall objective was the same: answer the Commander's priority intelligence requirements (PIRs) concerning weapons and ammunition caches, mined areas, and groups or individuals posing a potential threat to coalition forces and the success of Operation Restore Hope. To access local villagers and develop the Commander's PIRs, the teams augmented fixed and mobile checkpoints, accompanied security patrols into the villages and throughout the Somali countryside, and conducted limited interviews. As in Mogadishu, "Deuce" HUMINT teams provided timely and valuable information and were directly responsible for identifying and capturing a large number of weapons.

The 513th proved to be a valuable asset to the JTF, contributing significantly to the success of Operation Restore Hope. Contributions in-

cluded generating CI information and providing reports through the JTF J2 HUMINT section to the Joint Intelligence Center, as well as directly to ground commanders while supporting ARFOR elements in the Somali interior.

Numerous lessons were learned:

- HUMINT played a key role in Operation Restore Hope. The integrated team approach to force protection from the tactical to theater level is a valid model for future HUMINT operations in low intensity conflict.

- The HUMINT response to Operation Restore Hope was fast and flexible. Still, much can be done to clarify the mission relationship between deployed EAC and echelons corps and below assets.

- More attention must be paid to training soldiers to operate and survive in an austere and hostile environment, without regard to the echelon of assignment.

- Reporting by EAC intelligence assets supported the commanders in theater. Reporting should be provided

to elements outside the theater in future operations.

- Contract linguists were valuable and effective. However, there is a need for high-quality military linguists in low-density languages to perform sensitive missions and to spot-check contract linguist performance.

Operation Restore Hope challenged our soldiers to deploy on short notice and accomplish their mission in an extremely immature theater. They met these challenges with enthusiasm and a high degree of professionalism, clearly demonstrating that the 513th MI Brigade stands ready for today's wide range of contingencies. ❖

Chief Warrant Officer Leonard Holden, CI/HUMINT Detachment Officer in Charge, and Warrant Officer Michael W. Halter, CI/HUMINT Team Chief, are with the 202nd MI Battalion, 513th MI Brigade, at Fort Monmouth, N.J.



Downtown Mogadishu, Somalia. (U.S. Army Photo)

'A Cauldron of Change'

The 'Dagger Brigade'

By Jeanette Lau

In an era of change when nearly every Army unit in Europe is reducing in size or closing, INSCOM's 66th Military Intelligence (MI) Brigade — known to its members as the "Dagger Brigade" — is in a period of change and growth. To accommodate the post-Cold War climate, the unit has undergone a reorganization and is completing a restructuring of mission and assets. Relocation is also part of the 66th's recent history, as the brigade completed a major move from Munich and Kaiserslautern to Augsburg, Germany.

Relocation

Changes of this size don't happen overnight. Mr. Charles A. Hayward, chief of the Transition Cell, remembers life at the 66th before the move. "The first task was to convince the personnel that we were moving," said Hayward. Some civilian employees had been with the brigade in Munich for more than 20 years.

To accomplish the move, which would relocate more than 700 personnel and their family members, a transition cell was created. Manned with personnel working on both the reorganization and the relocation of the 66th, the cell operated at a minimum of 16 hours a day, seven days a week — without a complaint. Functioning as an "information house," the employees assigned to the transition cell negotiated for buildings, assessed renovation needs, and answered questions ranging from "Where will I be



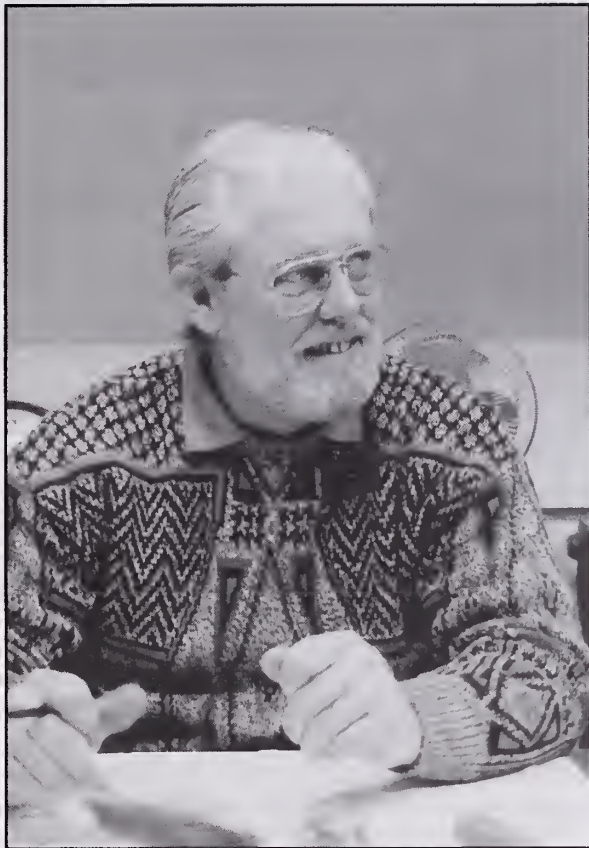
Soldiers from the 66th MI Brigade take down the flag during the daily retreat ceremony at Sheridan Kaserne in Augsburg, Germany. The brigade moved its headquarters there May 1 from Munich. *(Photo by Spc. Dwayne Young)*

working?" to "How will my dog be moved?"

"We knew it was going to be traumatic and painful," said Hayward, "so we made our first priority to 'take care of people.'" This need helped define the prime directive of the Transition Cell, which stressed efforts to make the relocation and reorganization process as painless and turmoil-

free as possible. This enormous undertaking was accomplished primarily with military manpower, often working well into the night. Fortunately, the vast majority of the relocation moves were problem-free.

The move to Augsburg was approved in December 1990, and on May 1, 1992, with the uncasing of the colors at the new headquarters building



Charles A. Hayward, chief of the Transition Cell at the 66th MI Brigade. (U.S. Army photo)

on Sheridan Kaserne, the 66th was officially considered part of the Augsburg community. Col. Terrance M. Ford, commander of the 66th, is pleased with the Augsburg community. "In Munich, the 66th was a small part of a large community," said Ford. "Here in Augsburg, the 66th is the senior occupant."

Reorganization

The reorganization of the 66th MI Brigade resulted in the retaining of many functions and missions, while picking up authorizations and personnel to do other missions. Each of the brigade's subordinate units, the 18th, 204th, and 527th Battalions, realigned their part of mission responsibilities.

As a result of the reorganization and relocation, the 66th experienced more than a 50 percent turnover in personnel during the first half of 1992.



Col. Terrance M. Ford, 66th MI Brigade Commander, says the brigade is a "cauldron of change." He sees more challenges headed their way. (U.S. Army photo)

This included a new brigade commander and deputy, two new battalion commanders and approximately one-half of the other leadership and management positions.

"We are retooling for the new missions and requirements of the '90s," said Ford. As a multidiscipline intelligence organization, the 66th addresses intelligence requirements from tactical to strategic. Currently, the 66th maintains over 50 locations in five different countries.

"We are working with our NATO allies, and our soldiers receive this experience," said Ford. The 66th is part of a joint environment with German and U.S. agencies.

Pioneering the approach to addressing intelligence operations in the '90s, the 66th created a "Task Organization" as activated by a "Task Organization Document," now in use for FY93. This document introduced a "modularized" or "packaged" force, enabling decision-makers to simply "take only what is needed" to fulfill the mission. Consequently, a section

of the organization can be "pulled out" and directed into the area where it is needed.

"This new approach to designing our organization is flexible — it meets the demands of the future and current missions of the U.S. Army," said Hayward. The task-organization also enables the brigade to fulfill responsibilities to ground commanders and national agencies.

Service to echelons above corps continues as a vital function of the 66th. "We have focused equally on all intelligence disciplines," said Hayward.

"This is a great unit to serve in," said Ford. "This is a great community with an exciting mission, and we can influence the quality of life for soldiers."

Col. Ford is obviously proud of what has been accomplished with the relocation and consolidation. Calling the 66th a "cauldron of change," he said, "We are conceptualizing where we want to go and what we want to do — and there are plenty of challenges on the horizon." ❖

Brig. Gen. Michael M. Schneider Retires

By Sgt. Rachel R. Olson and Jeanette Lau

When Brig. Gen. Michael M. Schneider was a ROTC student at Texas A&M University, he hadn't planned to make the Army his chosen career. In fact, he had turned down a regular commission and made plans to join the team of professionals at Southwestern Telephone Company, in his home state of Texas. He even completed their executive training program before returning to the Army to fulfill his 2-year ROTC obligation. Stationed at Fort Huachuca, Ariz., 23 months into his 24-month Army career, Schneider began to understand the opportunities a career with the U.S. Army might provide him.

"I woke up one morning and realized I enjoyed what I was doing," Schneider said, "and decided to stay."

That was nearly 30 years ago.

In the ensuing years, INSCOM's soon-to-be-retired deputy commander compiled a distinguished military career, continuing to "enjoy" what he was doing.

In looking back over those years and his many experiences as a soldier, Schneider reflects on his two Vietnam tours. These, he recalls, were days of "people on drugs, race problems and anti-war riots." The second tour is remembered as the "bad days."

One memory during that period stands out vividly. Enemy forces surrounded the field station where he was, north of DaNang, and he remembers "getting out just in time." But two men he knew didn't; their names are now on the Vietnam Veterans' Memorial Wall.

After the Vietnam experience, Schneider served two tours at the Pen-

tagon. The first was from 1974 to 1977 as Staff Officer for the Office of the Deputy Chief of Staff for Operations and Plans. In 1984 he became the Assistant for Intelligence and Space Policy for the Office of the Secretary of Defense. Following this assignment, he remained at the Pentagon as Chief of the Army Space Office within the Army's Office of the Deputy Chief of Staff for Operations and Plans.

Military intelligence has been an integral part of Schneider's career. He has seen the intelligence field both "mature and become accepted as a basic tool of a modern Army." This, occurring during a time of change throughout the Army as it moved from a draft to an all-volunteer service. "The Army that I leave is a *very professional Army*," said Schneider, "and is — person for person — the best Army in the world."

Of his two-year tour as INSCOM deputy commander, Schneider said, "It's been fun working with (Maj.) Gen. (Charles F.) Scanlon during this very interesting time." Some of the most sweeping, far-reaching world events of this century took place during that time; the dismantling of the Warsaw Pact and the dissolution of the Soviet Union. That shake-up of characters on the world stage caused a refocusing on state and logistical matters.

And during that period, Schneider wore another hat: Commanding General of the Foreign Intelligence Command — a branch dealing with human intelligence, counterintelligence and espionage.

As for the future of military intel-

ligence, Schneider sees it "getting smaller as the Army gets smaller." He's hopeful that the significance of learning languages, such as Chinese, Thai, and Japanese, among others, will be stressed, and trusts that "our people will continue to become more technical in areas such as electronics and photonics." He underscored the importance of training in reconnaissance, surveillance and survival techniques on the battlefield.

As brigade-level commander in Augsburg, Germany in 1983, Schneider recalls this as "a very satisfying time, due primarily to the quality of people I worked with. I'd stack my troops against any group of people of comparable age from Princeton, Harvard — anywhere! (They were) an incredibly bright group of people! Together we changed Augsburg from a 'country club' into a professional organization."

He was in Panama from 1989 to 1991 as J2 of the Southern Command during Operation Just Cause. One memory from that time stands out against the backdrop of events: Parralee, his wife of 29 years, was caught in a fire fight and, fortunately, found her way into a shelter tunnel. Having had a mere five hours off from September 1989 to March 1990, Schneider reflects on this period as being an "interesting time professionally, but not personally."

"A lesson learned in Panama," he said, "was how *not* to manage your people. Our folks had been so overworked by the time the invasion took place that they had no surge left. In hindsight, I would have paced them better."



Brig. Gen. Michael M. Schneider, INSCOM Deputy Commander, reminisces about his service to the United States. (Photo by T. Gardner Sr.)

Two things the departing deputy commander would have liked to have done during his career include learning a second language and going to Ranger School. "You really need time to learn a language," said Schneider. I would have liked to learn Spanish or German or both."

When asked about any sacrifices he might have made due to his career, Schneider was quick to respond that he didn't see his family enough. "I tell my military folks not to sacrifice their families for their careers. In retrospect, I wouldn't work as many hours and would spend more time with my two sons."

Barbara A. Coughlin, his secretary of three years, describes Schneider as "demanding, (someone who) expects you to get to the point, and keeps you on your toes." When asked what she thought of him as a person, Coughlin responded, "Wonderful!" His executive officer, Capt. Robert E.

Bell, described his boss as "a very gracious senior officer. I have great respect for the man."

Drawing upon more than 30 years of success, Schneider offers a bit of wisdom for new soldiers to consider as they begin their Army careers. He feels the *successful soldier* should be concerned with integrity, professionalism, performance of duty (hard work), and physical fitness. In addition, the *successful person* should be concerned with family and friends, have some sort of spiritual or philosophical values (not necessarily religious), and know how to have fun! He adds that those coming into leadership positions should be concerned for the people who work for and with you. "Spend more time than you think you ought to on 'people problems,'" Schneider said. When asked about his special career memories, Schneider recalled "that

dusty arrival at Fort Huachuca in '63," and the good friends he has made since then. Schneider said, "The two sons I've raised," top his list of accomplishments.

Golf is a favorite pastime Schneider intends to pursue now that he's retiring. "It's something I'll be trying to become successful at — in addition to growing a full beard," said Schneider. He also plans to return to school, possibly in Tucson, Ariz.

And "does a soldier ever really retire?" Schneider is asked. "YES!" is the clear and ready response. When asked, "How would you like to be remembered?" the general summed up this way: "He did his job." 🇺🇸

Sgt. Olson was a Reservist on two-week active duty with the Office of Public Affairs, Headquarters, INSCOM.

"I tell my military folks not to sacrifice their families for their careers." — Brig. Gen. Michael M. Schneider

Somalia — Returning Soldiers of the 513th Return from Somalia

By Staff Sgt. Edith Davis

Someone once said, "If you don't stand for something, you'll fall for anything."

This time the 513th Military Intelligence Brigade stood for humanitarian relief, caring, and the Golden Rule — *do unto others as you would have them do unto you.*

Several soldiers applied that rule in Somalia and have since returned home to smiles and warm welcomes. Maj. Michael F. Murphy, Task Force Commander for the 513th MI Brigade (Forward) in Somalia, was responsible for the health and welfare of the soldiers. He said, "The 513th really knows how to deploy its soldiers. We came

mentally and physically prepared, and we had all the equipment and personnel necessary to do our jobs well."

Several soldiers had the job of identifying potential threats to U.S. forces within Mogadishu. Staff Sgt. Deborah D. Siler said one of the most difficult parts of the job was when forces traveled through Mogadishu.

"We were there to help feed the starving, provide medical aid to the sick, and bring peace to their country," said Siler. "However, we were met with people throwing rocks at us, children trying to steal anything from weapons to sunglasses, sniper fire aimed at passing vehicles or night patrols, and the constant struggle between the native clans."

Although the soldiers were there to provide humanitarian relief, their reception wasn't always friendly. "The American black soldiers were called derogatory names," said Siler. "U.S. military personnel asked the Somali people to turn in their weapons. Most did, but the bandits did not. At night
(Continued on page 25, SOMALIA)



Cpl. Lloyd R. Cooper III, Headquarters Detachment, 513th Military Intelligence Brigade, is greeted by his wife, Sharon, and daughter, Miranda, on his return from Somalia. (U.S. Army photo)

Generals in the United States Army ★★★★★

By Russell C. Norskog

The rank of general officer is a goal to which many officers aspire, but few attain. Valor in combat, or having all the right assignments and schools are not necessarily the only keys to success in this endeavor. One also must have that esoteric mixture of good fortune, the proper political conditions, and the wisdom to recognize when this opportunity exists. Even when all these factors are present, few are selected for promotion to general. Among the General Officer Corps, at the peak of authority and responsibility, is the office of the Chief of Staff of the Army. It was created out of necessity to command America's first Army. The office has developed into an organization responsible for, and capable of waging a ground war virtually anywhere on the planet.

George Washington was the first person to attain general officer rank in the American Army. In 1775, the Continental Congress appointed him as "General and Commander-in-Chief" of the Continental Army, but Washington returned his commission to the Congress after the Revolution. After his presidency, and in anticipation of hostilities with France, Congress recommissioned him — this time as a lieutenant general. Since hostilities never occurred, he again returned his commission. Later, Congress passed a bill conferring on Washington the rank and title of "General of the Armies of the United States," although there is no evidence that he ever accepted.



After that, the senior officer of the Army held the personal rank of brigadier general or major general and held titles such as "The Major General of the Army," "The Major General Commanding of the Army," and later "Commanding General of the Army." This style, combining personal rank with office title, remained in use in the American military until as recently as 1942 in the United States Marine Corps. The Commandant's official title was "Major General Commandant of the Marine Corps." With the promotion of the commandant to lieutenant general in 1942, the title was changed to simply "Commandant of the Marine Corps."

In 1855, Maj. Gen. Winfield Scott was promoted to brevet lieutenant general, retroactive to 1847 with the con-

quest of Mexico. His title was General-in-Chief of the Army. ("Brevet" promotions were awarded in recognition of valor in combat and were similar to modern-day decorations. There were no medals authorized in the American Army for either valor or service at that time. Today, they would be referred to as "temporary" promotions.)

When Scott retired in 1861, Maj. Gen. George McClellan became commanding general of the Army. He did not, however, enjoy Lincoln's confidence for very long and was replaced by Charles Halleck. Halleck did an adequate job, but still not to Lincoln's complete satisfaction, and in 1864 Lincoln replaced him with Hiram Ulysses (U. S.) Grant. He promoted Grant to the newly reestablished rank of lieutenant general, in which he served as commanding general of the Army. In 1866 he was promoted to general, also as commanding general of the Army. His actual title was "The General of the Army." Thus, Grant became the first person since George Washington to hold the rank of general in the United States Army. Subsequently, William Sherman was promoted to lieutenant general, with the title "The Lieutenant General of the Army."

When Grant became president, he promoted Sherman to general as "The General of the Army," and Philip Sheridan advanced to "The Lieutenant General of the Army." When

Sherman retired, Sheridan was promoted to general, and John Schofield to lieutenant general. When Sheridan died, the rank of general was terminated, and the offices of "The General of the Army" and "The Lieutenant General of the Army" were merged. John Schofield became commanding general with his current rank of lieutenant general.

With the creation of the Army General Staff, the title of the senior officer of the Army was changed in 1903 from Commanding General to Chief of Staff. However, there was not another full general in the United States Army until 1917, when Tasker H. Bliss, the Chief of Staff of the Army, was promoted. With the deployment of the American Expeditionary Force (AEF) of over one million men to Europe in 1917-18, John J. Pershing, the commander of the AEF, was also promoted to full general, the first time in the history of the U.S. Army that a person other than the senior officer of the Army held that rank.

After World War I, there was a move to reward the popular returning commander of the AEF. Congress passed a law conferring on him the title originally established for George Washington, that of "General of the Armies of the United States." This was a title only; his personal rank remained that of general (four stars). This was the only way Pershing could retain his four-star rank; otherwise, he would have reverted to his permanent regular Army rank of major general. The law at the time only provided for one four-star general on active duty (the Chief of Staff of the Army), and that only as a temporary wartime measure.

In 1927, Congress passed a bill specifying that the Chief of Staff was the senior officer of the Army, and during his term of office, was to hold the rank of general. However, during World War II, the United States Army undertook joint operations with foreign armies, many of which had a rank above general — that of field marshal. One result was that in the European Theater of Operations, Eisenhower, a four-star general, had subordinate com-

manders (such as Montgomery) who were field marshals. Consequently, Congress finally established a rank above general: a five-star rank, which they titled "General of the Army." (Supposedly, the title "General of the Army" was chosen instead of "Field Marshal" because General George C. Marshall, the Army Chief of Staff at the time, did not want to be called Marshal Marshall.)

The initial appointments to general of the Army were made in December 1944 and were spaced two days apart in dates of rank. The Army appointments went to: (1) George C. Marshall, Army Chief of Staff and United States Army member of the U.S.-U.K. Combined Chiefs of Staff; (2) Douglas MacArthur, Supreme Allied Commander in the Pacific; (3) Dwight D. Eisenhower, Supreme Allied Commander in Europe; and (4) Henry H. "Hap" Arnold, Commanding General of the U.S. Army Air Forces.

Many people assume that Omar Bradley was one of the World War II five-star generals. Actually, he ended the war as a four-star. In June 1950, when the Korean War started, Gen. Bradley was serving as the Chairman of the Joint Chiefs of Staff. The United Nations invited the United States to name a field commander for the combined U.N. forces in Korea, and President Truman named Gen. of the Army MacArthur, serving as Supreme Commander, Allied Powers, in Japan. Because this was another situation of a subordinate commander holding a higher personal rank than his superior, Bradley was promoted to General of the Army in September 1950.

The last officer to hold five-star rank was Dwight D. Eisenhower. In 1952, Eisenhower resigned his commission in the Army to run for president. The resignation was necessary because, as a regular Army officer, he was prohibited from participating in partisan political activity. When he left office in 1961, the Congress quietly passed a bill in March of that year restoring his rank of general of the Army. (It is worth noting that Grant

also resigned his commission to run for president, and his rank of general was restored after leaving office. Washington also had resigned his commission, served as president, and later was recommissioned, but under entirely different circumstances.)

☆☆☆☆ Other General Trivia:

★ During the American Revolution, at the age of 19, the Marquis de Lafayette was appointed as a major general in the American Continental Army.

★ In 1863, George Armstrong Custer, age 23, was promoted from captain to brigadier general, less than two years after he had graduated last in his class from West Point. A year later, he was promoted to major general. After the Civil War, he was reduced in rank to lieutenant colonel, the rank he held as the commander of the 7th U.S. Cavalry at the Battle of the Little Big Horn in 1876. Custer was not the youngest Civil War general, though. That distinction belongs to brevet Maj. Gen. Galusha Pennypacker, born in 1844, 17 years old when the war started, and too young to vote until the war's end. In 1861, when the war started, five other Union generals and ten Confederate generals were less than thirty years old.

★ John J. Pershing was promoted from captain to brigadier general as a result of a bill introduced by the Senate Majority Leader, Francis E. Warren of Wyoming. Pershing was married to the daughter of Sen. Warren.

★ Dwight D. Eisenhower was promoted to lieutenant colonel during World War I and spent the war training troops in the United States. After the war, he reverted to his permanent rank of captain. He later spent 16 years as a major. He finally regained the rank of lieutenant colonel in 1938. He was promoted to colonel in 1939, brigadier general in 1941, major general in 1942, lieutenant general in 1942, general in 1943, and general of the Army in 1944.

★ There are those who contend that George Washington held a rank and position that can never again be equaled in American history, since he held the rank and position of "General and Commander in Chief" of all American Armed Forces. The United States Constitution, adopted in 1789, specifies that the President of the United States is the Commander in Chief of the Armed Forces of the United States.

★ In 1947, when the Air Force became a separate service, Hap Arnold was recommissioned as "General of the Air Force," the only person to hold that rank.

★ The highest permanent rank in the regular Army is major general. Three- and four-star ranks are special appointments by the president, and must be confirmed by the Senate. Re-

tirements in those ranks must also be nominated by the president and confirmed by the Senate. ✽

Mr. Norskog is with INSCOM's Office of the Deputy Chief of Staff for Personnel, Human Resources Division.

SOMALIA (Continued from page 22)

the bandits would steal, and sometimes rape wives and daughters. Those who wanted to be law-abiding became angry with us because we couldn't always provide protection — nor did we return their weapons."

In addition to dealing with anger among the Somalian people, our soldiers faced health risks. "An officer I knew," said Murphy, "was assigned to the Joint Task Force Somalia. I saw him conduct personal hygiene daily. He bathed at the 513th shower point. He ended up with a fly in his leg.

"It started out as an infection. Antibiotics didn't help, then stronger antibiotics were used. Nothing worked and the infection worsened. Finally the doctor lanced the infection, and discovered that tombo fly larvae were growing in his leg. This officer gave birth to a fly! I will never forget that." And they won't forget the danger they faced.

"Once, we were looking for weapons," Siler said, "and we turned down a road that went through a residential area. I was driving the second vehicle. The lead vehicle was about two car lengths in front of me when all of a sudden, it came to a halt and made a U-turn.

"We had walkie-talkies. The voice on the radio was telling me to turn around. As the vehicle in front of me moved out, I saw the barrels of two tanks pointed in my direction. I

put the vehicle in reverse and attempted to turn when a radio voice said 'stay on the road — the ground is mined.'

"So, there we were — I was driving about 40 miles per hour in reverse and the lead vehicle was driving head-on toward me! We did manage, however, to get out of there with no injuries."

When the soldiers returned to Fort Monmouth from Somalia, they were greeted by brigade soldiers waiting eagerly with family members to tell them "Job well done."

Of his time in Somalia, Murphy said, "It was the culmination of 17 years of experience and training. I would not hesitate if I had to do it again. I loved every minute of Operation Restore Hope. My most vivid memory is the total destruction of parts of Somalia. I have never seen such chaos wreaked by individuals. But I will not forget the gratitude of most of the people. Everywhere we went, the people shouted 'Americano, Americano.'"

Siler summed up the feelings of



The look of frustration on the face of a Somalian child such as this could be seen throughout the country.

(U.S. Army photo)

soldiers from the brigade. "No matter what — we were helping people and that's what it's all about." ✽

Staff Sgt. Davis is the PAO NCO at the 513th MI Brigade, Fort Monmouth, N.J.

Military Family Leave Policies Are Already in Place

By Evelyn D. Harris

The Family and Medical Leave Act of 1993 guarantees private- and public-sector civilians unpaid leave when they become parents or if they have seriously ill family members. DoD officials said the new law does not apply to the military, but long-standing leave policies provide service members with similar help.

Military leave policy, prescribed by DoD Directive 1327.5, is uniformly implemented through service regulations, according to Air Force Maj. David Thompson of DoD's Directorate of Compensation. Military members earn 30 days' paid leave annually and generally may accrue up to 60 days' leave to use for vacations, personal matters or a lump-sum cash payment upon departure from active duty service.

Local commanders can balance members' and essential mission needs. However, according to a DoD document, commanders are expected to ease taking leave by their subordinates whenever possible. In emergencies or unusual situations when service members don't have enough leave, commanders can advance leave, which must be repaid, or give the service member leave without pay.

For military members, emergency and convalescent leave are most comparable to family leave. Specific regulations apply to convalescent leave for pregnancy and births.

Emergency Leave

According to regulations, service members are normally granted leave for emergencies involving immediate family members, household members

and sole surviving blood relatives, whenever circumstances warrant and the military situation permits.

Examples of appropriate emergency leave situations include a death or imminent death in the immediate family, resulting in obligations the service member can't meet except by personal presence.

A military official explained that a "household member" is generally a dependent, but one that might not meet strict Internal Revenue Service interpretations. An example would be an aged parent who lives in the member's home. The official said the regulations purposely do not define the term: "DoD does not want to leave out anyone who should not be left out, but it doesn't want a definition that guarantees leave in cases where it is not appropriate, either."

The policy assumes most service members are mature and responsible. The person granting leave may confirm the emergency through the Red Cross or a military activity near the emergency location. Still, leave authorities are expected to ensure that delays in obtaining verifications do not result in members arriving too late to accomplish the purpose for which the leave was intended.

The military can fund a service member's emergency leave travel under the Joint Travel Regulations. The funds are chargeable to the appropriated funds that support the unit's temporary duty travel. However, leave cannot be denied solely because of lack of funds for authorized travel. Emergency leave travel time should not be charged to the member.

Convalescent Leave

Unlike civilian employees, military members do not earn or accrue sick leave. For illnesses not requiring hospital stays, they follow procedures set by their command in accordance with DoD regulations.

Members can take 30 days' convalescent leave per hospital stay. Commanders are expected to grant only the minimum number of days essential for the particular situation. Service secretaries designate the command level that may approve convalescent leave exceeding 30 days.

Pregnancy leave is an exception to the 30-day rule. The convalescent leave for normal pregnancy is 42 days, or six weeks. DoD policy writers said this period usually suffices for the mother to recover from childbirth and for the infant's immune system to develop sufficiently to permit placement in a day care center. The convalescent leave may be extended if the member's physician certifies it as medically necessary; it may be shortened only if her doctor approves her early return to duty.

Members who are medically fit for duty but desire more leave may ask for an extension. If the member's continued absence would have a clearly adverse impact on unit readiness, the commander may order the member to return after less than six weeks — military health authorities must determine that such action is advisable, however. ❖

Ms. Harris writes for the Armed Forces Information Service.

Enlisted Promotion Update

By Maj. Jill Bartholomew

Three years into the drawdown, enlisted soldiers continue to enjoy promotions and promising careers, but publicity about the downsizing causes some uncertainty about promotion opportunities. However, there are still excellent opportunities for quality soldiers who pursue challenging assignments, training, education, and who meet standards.

Promotion opportunities will continue at a steady or better than historic rate. The noncommissioned officer promotion rate has increased 2 percent since Fiscal Year (FY) 90 — a good news story. Although the raw numbers of promotions will eventually become

smaller in the post-drawdown Army, the promotion rate — actual promotions compared to how many soldiers are eligible — will be comparable to that of the past.

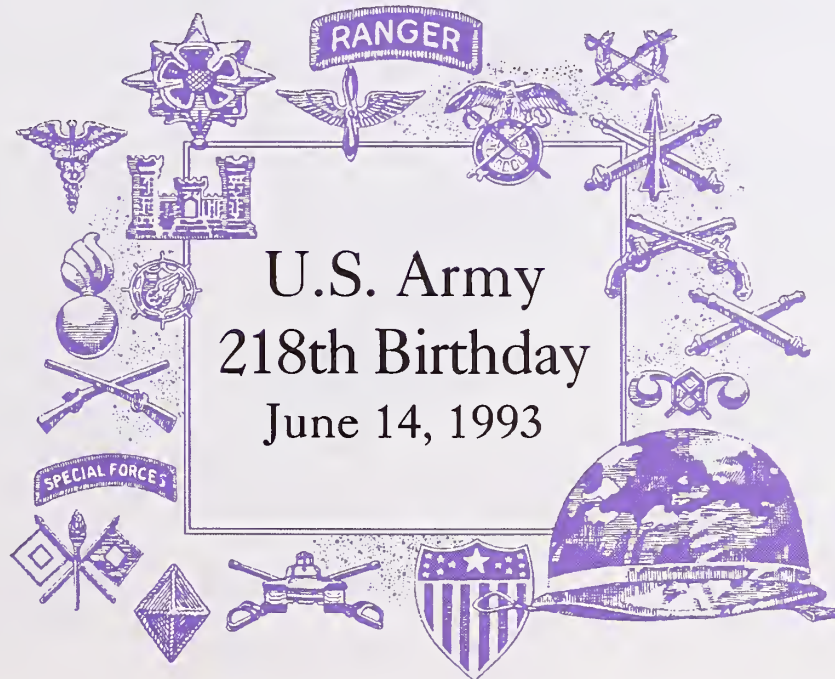
We intend to keep promotions at or near current rates while promoting to requirements. Although the inventory may be down in a certain grade, promotions to authorizations by grade and military occupational specialty (MOS) will occur within fiscal constraints as well as the future authorization for the MOS.

Month-to-month promotion numbers vary and fail to present the total picture; therefore, they must be viewed

in terms of recent promotion trends and historic rates. FY 93 annual rates are positive. For example, there were 45,198 enlisted promotions in FY 91, compared to 43,601 in FY 90. More than 47,000 total promotions are projected for FY 93.

This recent trend is a result of the voluntary loss program at all grades. The bottom line is that quality soldiers are being promoted during a turbulent time. ✱

Maj. Bartholomew is with the Office of the Deputy Chief of Staff for Personnel, Department of the Army, Washington, D.C.



Lessons Learned from Espionage Cases

Spies will always be with us. The main lesson to be learned is that the more people who know a secret and the longer you try to keep it, the less likely you will be successful. When a secret is released outside of U.S. control, security problems multiply.

That is not to say that this is only a problem with foreigners. While there may have been relatively few known U.S. nationals who spied, those that did commit espionage did a great deal of harm to the national security.

The lessons to be learned are not new, but they need to be relearned. The principal weaknesses are:

- ❑ Especially in this post-Cold War era, many Americans simply don't really believe that there are spies out there.

- ❑ Largely as a result of this disbelief, enforcement of security rules and regulations is difficult.

- ❑ Clear indicators of espionage are not properly reported and are handled with insufficient internal investigations.

- ❑ We give too much access to individuals who may not have a real need to know.

We need to counteract the "we-won-the-Cold-War" euphoria and continue to reinforce the fact that security threats still exist. We should put more teeth into our security regulations and security reporting requirements.

We should recognize that the focus of espionage has changed from Cold War military secrets to high technology information.

And, we must continue to train individuals to look for and recognize espionage indicators, and to report them to their security offices.

Some of the most telling espionage indicators are:

- ❑ Any attempt to obtain information for which an individual does not have a need to know.

- ❑ Unauthorized removal of classified information from the authorized work area.

- ❑ Using copying equipment at unusual times or in other areas when there is equipment available in the individual's own office and time is available during regular hours.

- ❑ Obtaining a witness' signature on classified document destruction forms when the witness did not observe the destruction.

- ❑ Sudden purchases of high value items where no logical income source exists.

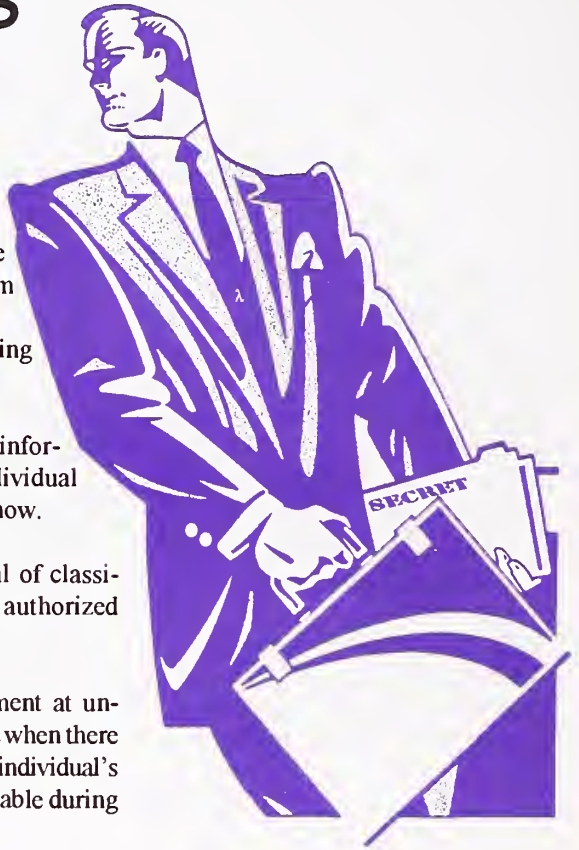
- ❑ Sudden repayment of loans.

- ❑ Foreign travel that does not appear to justify the expense involved.

- ❑ Recurring, unexplained weekend trips not associated with recreation or family.

- ❑ Pattern of unreported foreign travel.

Physical, information and personnel security measures complement each



other in protecting classified material. Espionage may result when any of these measures are short-circuited. Each of the individuals who has been caught spying had unique motivations for the betrayal of his or her country, and each displayed questionable but identifiable behavior.

Unusual or unexplained behavior could be a "red flag" that something is amiss. If you notice any of the behaviors discussed above in a coworker, friend, or acquaintance, discuss it with your local counterintelligence agent or security officer. ✎

Submitted by the office of INSCOM's Deputy Chief of Staff, Security.

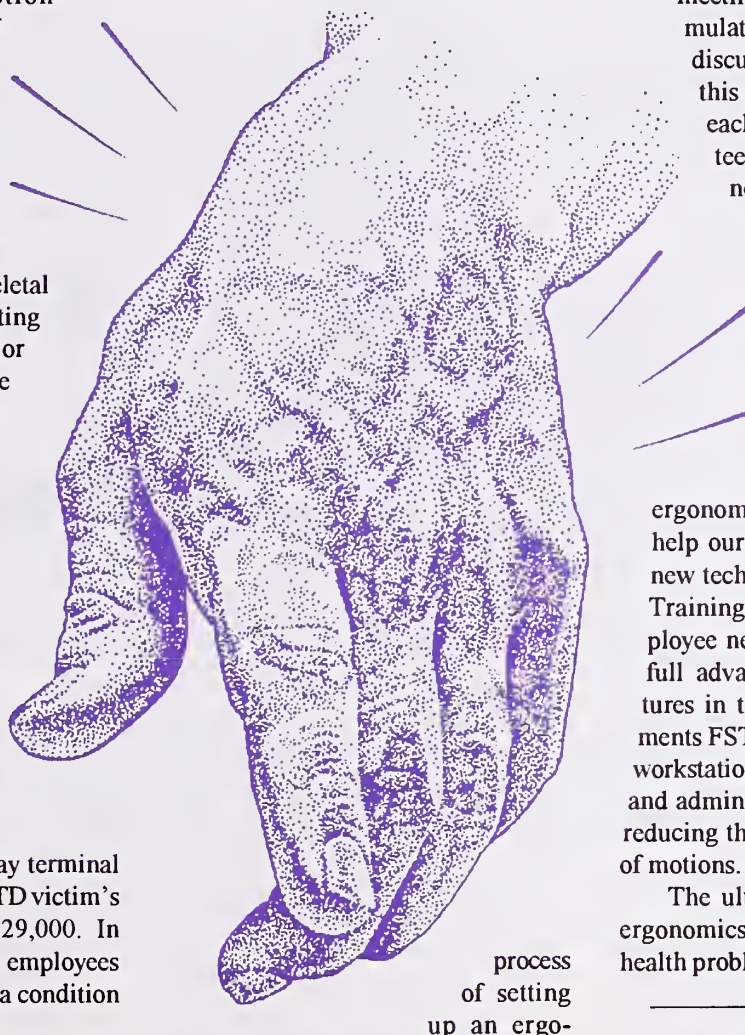
FSTC Implements An Ergonomics Program

By Evelyn M. Bibb

Repetitive motion trauma has become one of the most debilitating across-the-board occupational safety and health illnesses. Repetitive motion trauma, also referred to as cumulative trauma disorders (CTDs) are disorders of the musculoskeletal and nervous systems resulting from the repeated exertion, or awkward positioning, of the hand, arm, back, leg or other muscles over extended periods of time during the work day. Common CTDs include carpal tunnel syndrome, low back pain, tendinitis, lateral epicondylitis (tennis elbow), etc.

CTD is fast becoming the leading job-related injury of the 1990s and is considered the most costly and severe disorder occurring in the video display terminal workplace. The cost of a CTD victim's compensation averages \$29,000. In addition to the expense, employees lose valuable sick leave to a condition we can prevent.

The Foreign Science and Technology Center (FSTC) feels that one ounce of prevention is worth a pound of cure. While the Occupational Safety and Health Administration is in the



process
of setting
up an ergo-

nomie standard that will help employers prevent CTDs, FSTC has already taken a proactive approach to this problem. At the quarterly FSTC Occupational Safety and Health Committee

meeting held in December, Cumulative Trauma Disorder was discussed, and information on this subject was distributed to each member of the committee. Sample wrist rests are now being distributed to various employees within FSTC who will use them on a trial basis. Subsequently, wrist rests will be made available for all who need them.

Later, training in ergonomics and technical skills to help our employees deal with the new technology will be presented. Training is key because each employee needs to know how to take full advantage of ergonomic features in the workplace. Other elements FSTC is considering include workstation design; the environment; and administrative controls, such as reducing the duration and frequency of motions.

The ultimate goal of the FSTC ergonomics program is to prevent health problems before they occur. ✎

Ms. Bibb, employed with the Plans and Operations Division at FSTC, Charlottesville, Va., is Safety Officer for FSTC.

PT Stresses the Five Fitness Components

By Staff Sgts. Loralee Galvan-Prather and Traci Lacy

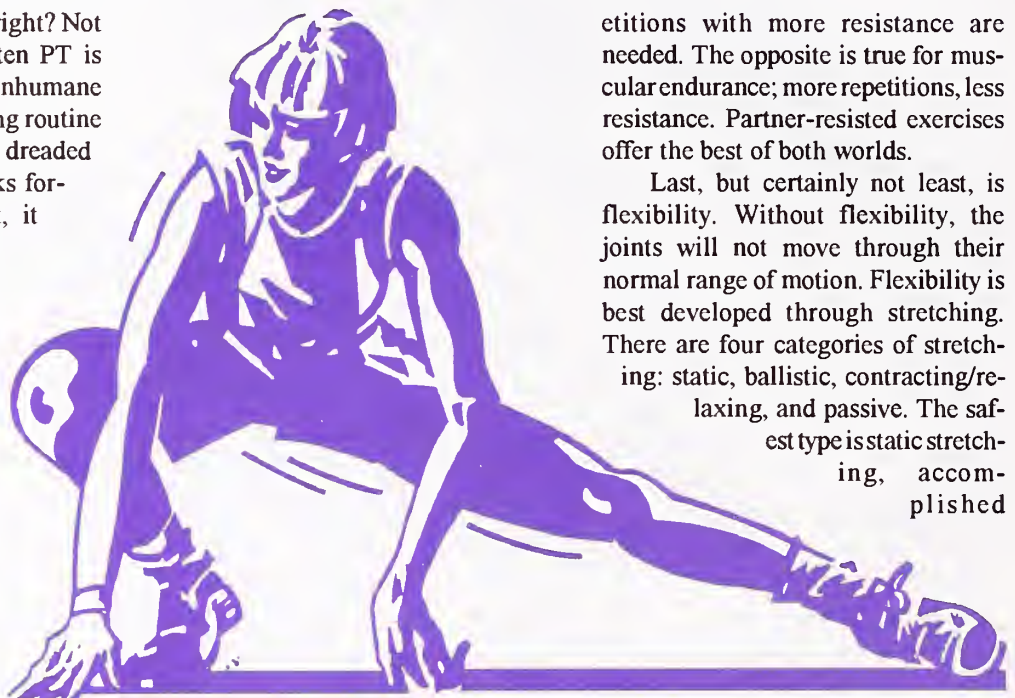
Everyone loves PT, right? Not always so. It seems too often PT is perceived as some sort of inhumane torture. Mostly, it's the boring routine of push-ups, sit-ups, and the dreaded 2-mile run that no one looks forward to. Believe it or not, it doesn't have to be this way.

Given the five components of fitness—cardio-respiratory endurance, muscular strength, muscular endurance, flexibility and body composition—it's not difficult to make a PT program different, fun, and beneficial for everyone. Just look in Field Manual (FM) 21-20.

What is cardio-respiratory endurance? It is the efficiency with which the body delivers nutrients and oxygen needed for muscular activity and transports waste products from the cells. Aerobic activities improve the body's cardio-respiratory system.

What is an aerobic activity? It is, simply, any activity that uses the major muscle groups and is rhythmic and continuous. Here are some activities, other than running, that provide a good aerobic workout: swimming, walking, bicycling, jumping rope, etc. You get the idea.

Next, let's move on to muscular strength and endurance. Muscular strength is the greatest amount of force



a muscle or muscle group can exert in one movement. Muscular endurance is the capacity of a muscle or group of muscles to perform repeated movements with moderate resistance for a given or extended period of time. For example, if an individual can bench press 80 pounds for 12 repetitions before reaching muscle failure, that would be a measure of muscular endurance. The same individual may only be able to lift 160 pounds once, thus measuring their muscular strength.

In order for an exercise to enhance muscular strength, fewer rep-

etitions with more resistance are needed. The opposite is true for muscular endurance; more repetitions, less resistance. Partner-resisted exercises offer the best of both worlds.

Last, but certainly not least, is flexibility. Without flexibility, the joints will not move through their normal range of motion. Flexibility is best developed through stretching. There are four categories of stretching: static, ballistic, contracting/relaxing, and passive. The safest type is static stretching, accomplished



by moving slowly and gently, and using the body's own weight. Ballistic stretching uses rapid bouncing movements, which cause the muscles to lengthen violently, then snap back to original position. This method is more likely to result in injuries. The last two stretching methods involve a partner.

The contract-relax method involves a partner who holds the stretched limb in place while the individual who is stretching attempts to return the limb to a relaxed position. After six seconds of this resistance, the limb will relax in a more stretched position.

(Continued on page 32, PT)

A Pet's Perspective —

Doggy Jogging ... Who's Jogging Whom?

By Spitzi G. Walthall  
As told to Maj. Donna L. Walthall

Summertime is the season when most families tend to spend more time together in some type of recreational activity. As for me, I like to spend time jogging with my family. However, as with any sport, jogging is an excellent way to improve your health if you take certain precautions, carry, and use the proper equipment.

My sister and I like to take Mom jogging but I have to constantly remind Mom that not everyone has the same abilities. You see, she tends to perspire quite a bit, which helps to keep her body temperature from getting too high. I keep my temperature down by panting. Yes, I pant! And, sometimes I get very loud, too! I also have the ability to hang my tongue out to keep cool. The hotter I get, the further my tongue hangs out, making it look real long. Unfortunately, Mom doesn't have that ability; besides, she would look real funny sticking her tongue out!

I have also trained Mom to wear a fanny-pack to carry a large bottle of water and a small bowl for us when we get thirsty. I don't want her to get dehydrated and pass out on me. I'm



Spitzi G. (left) and Amber D. Walthall take a break in front of the U.S. Capitol during a weekend jog around the national monuments.
(Photo by Maj. Donna L. Walthall)

not strong enough to carry her! So, she stops frequently, gives us a drink and takes one, too! The bowl makes it easy for me to drink since I haven't mastered drinking from the bottle, yet. It's important to replenish the fluids our bodies are losing.

When we get ready to go jogging, I remind Mom to put on her running shoes because she can't run barefoot like me. Unfortunately, I haven't been able to find a pair of shoes that will fit my tiny, tiny feet. So, I have to make do with my natural pads. Now, my sister has big feet — *real* big feet — but she wears pads like me also. I have tried to teach Mom that running on asphalt or "black-top" that retains heat is not good for her shoes and definitely not good for our feet.

We also try to avoid pavement that is fresh or sticky with oil, tar or asphalt. It gets to be expensive when Mom has to replace her \$100 shoes. Worse than that, jogging on those surfaces can cause physical and chemical injury to my feet. Not to mention the fact that my feet burn, and that hurts a lot. I don't like it when my feet hurt. Besides that, I can't go out and buy

new pads! To me, my pads are worth more than any \$100 shoes.

Another surface that will wear down the soles of her shoes is rough and abrasive pavement. My pads get real sore, and it becomes a real chore just to walk. Mom has learned to slow

down and let me walk if we absolutely have to cross such areas. However, she's considerate of my needs and avoids causing me any pain. Thank goodness!


We have found that the best time of the day to jog is early in the morning. By 10 a.m. each day, the temperature becomes too hot for us to jog safely. Surface heat builds up and reflects upward into our faces and bodies, particularly mine, making it difficult to breathe. Mom is a lot taller than I am and doesn't feel the heat off the pavement as quickly as I do. My face is about 14 inches above the ground, and it's real hot down here. That's why I prefer to jog early in the morning or wait until after 4 p.m. when the temperature begins to drop and cool down. I have finally managed to train my

Mom not to jog during the hottest part of the day, 10 a.m. until 4 p.m.!

A very important piece of equipment, other than shoes, is a leash. It took me awhile to teach Mom the real reason for using a leash. When she holds on to the leash, I ensure that she doesn't run out in the traffic or step off of the curb when she shouldn't. However, the most important reason is to keep her from getting lost. Mom gets to looking around and tends to get off the beaten path. She is very good at not wandering off too far, since I have her on the end of a 26-foot expandable leash. The expandable leash makes it easy to reel Mom in when she gets carried away!

So the next time you decide to go jogging with your family, remember to make exercise fun for everyone. You

should take precautions: wear the proper equipment, avoid surfaces that retain heat, watch the temperature, drink plenty of water, and stop if you get too hot.

Mom follows me with immense loyalty and always gives me a little extra tender loving care. So far, I have jogged 7,000 kilometers (4,340 miles), and I intend to continue jogging with both my Mom and my sister, Amber, for many years to come. 

Spitzi G. Walthall, 7, is a Spitz-Terrier, and her sister, Amber D. Walthall, 6 1/2, is a long-haired German Shepherd-Collie. Both are avid joggers and Volksmarchers. They are "the girls" of the INSCOM Public Affairs Officer, Maj. Donna L. Walthall.


PT (Continued from page 30)

With passive stretching, one individual stretches a particular limb, and the partner slowly applies pressure to stretch the limb further. It is extremely important for the partner not to apply too much pressure too soon, otherwise an injury could result.

Everything we have just gone over impacts upon the final component, body composition. Body composition is an individual's ratio of body fat to total body mass. Excessive body fat has a negative effect on the other fitness components and causes other problems, including poor health and

excessive weight. Fortunately, the opposite is also true. Improving the other components, primarily the first three, will have a positive effect on body composition and will lower the body fat content.

The Army's physical fitness program is designed so soldiers may maintain an acceptable weight and level of body fat in accordance with Army Regulation 600-9. The method by which this is done (for example, unit PT three times a week) varies from command to command. PT does not have to be boring. There are all sorts of

activities that will incorporate the five fitness components. The activities you choose are only limited by the collective unit's imagination. Use FM 21-20 as a guideline. Consult a master fitness trainer if one is available. Would your unit be interested in an aerobics class? What team sports can everyone play? You can make PT as boring or as enjoyable as you choose. 

Staff Sgts. Galvan-Prather and Lacy are with the MI Battalion (CI) (S), 902nd MI Group, Fort George G. Meade, Md.

DuPont Graduates No.1 From BNCOC

Sgt. Rosa T. DuPont, a telecommunications operator in the INSCOM Headquarters Operations Center, was Distinguished Honor Graduate of the Record Telecommunications Center Operator Basic Noncommissioned Officers Course (BNCOC). She graduated March 17, 1993, at Fort Gordon, Ga., as the top student among 18 others.

The nine-and-one-half-week class provided intensive training in leadership skills, communications security, computer literature, message preparation, and other technical and tactical skills.

"We learned a great deal about our military occupational specialty in becoming professional NCOs," DuPont said. "We quickly learned to become team members, working together on- and off-duty so that all of us would successfully graduate. Being in BNCOC is like living life—what you put into it is what you get out of it. The kind of attitude you display makes a difference."

DuPont said that becoming the distinguished honor graduate should



Sgt. Rosa T. DuPont
(Photo by T. Gardner Sr.)

never be the ultimate goal. "Help your fellow soldiers, work as a team, become involved in class activities, and never be afraid to ask questions."

DuPont's accomplishment was recognized with the presentation of an Army Achievement Medal during a May 10 ceremony at INSCOM's Support Battalion (Provisional), Fort Belvoir, Va.

Gaiter Garner's DoD CI Award

Robert J. Gaiter, a career civilian intelligence officer currently working as an investigator at the Army Foreign Counterintelligence Activity (FCA), Fort George G. Meade, Md., has received the Department of Defense Counterintelligence Certificate of Appreciation. He was cited by DoD for his leadership in the joint FCA/FBI investigation of Staff Sgt. Jeffrey S. Rondeau for espionage in the Clyde Conrad case.

Gaiter's exceptional investigative skills and persistence were directly responsible for obtaining a confession and subsequent arrest in the Rondeau matter.

He has been a professional law enforcement and intelligence officer for his entire 17-year military career. His association with the Army began in 1976 as a military policeman, and in 1979 he transferred to the intelligence field as an intelligence officer. He transitioned from active duty to the Civilian Excepted Career Program in 1991. In his various military and civilian career assignments, Gaiter has had a wide range of responsibilities and leadership positions as investigator, operations case officer, case control-

ler, detachment NCOIC, and platoon sergeant. His assignments over the course of his career include airborne military policeman at Fort Bragg, N.C., three tours as active duty CI agent in Germany, and CONUS assignments which include the 902nd MI Group, and another at Fort Bragg.

In addition to several letters of commendation, Gaiter holds the Meritorious Service Medal with Oak Leaf Cluster, the Joint Service Commendation Medal, and the Army Commendation Medal with Oak Leaf Cluster.

Dane to Compete In All-Army Racquetball

Master Sgt. Frank Dane, Retention NCO for the 902nd Military Intelligence Group, Fort George G. Meade, Md., has been selected to compete in the upcoming All-Army Racquetball Trials (Masters Division) at Fort Devens, Mass. If he finishes as one of the top two in the division, Dane could represent the Army at the inter-service championships at Offutt Air Force Base, Omaha, Neb.

While stationed at Field Station Berlin from August 1991 through July 1992, he was Berlin Master Champion, and came in second in the Army European Championships, the European Seniors Championships, and the Dutch Open.

Dane is not new to All-Army racquetball competition. While stationed at Aberdeen Proving Ground, Md., (from February 1986 through August 1991) he competed in the trials every year from 1987 to 1990, finishing fourth and fifth in the Seniors trials.

Tips for Making It Through the Interview

By Master Sgt. Linda Lee

With the defense drawdown, many service members will be looking for work — and facing their first job interview. This will be a novel experience since most receive orders and report to new jobs without applying for them, said Paula Davis, a Department of Defense (DoD) transition specialist. Separating or retiring service members and DoD civilians must compete for jobs in the civilian sector. Resumes, personal contacts, job applications and want ads are just part of the unknown job market these people face, she said.

Many companies require a personal interview as part of the hiring process. An interview, said Davis, quickly brings home the fact that you aren't the only one looking for a job.

"During the few minutes you have with the employer or whoever is interviewing, you try to convince them that you're the best person for the job and the company," she said. "You might be the best-qualified, but something happens during the interview and you end up on the short end of the stick — still without a job."

For example, she said, your verbal answers might be everything the company wants. However, your non-verbal communication, like fidgeting or displaying a lack of interest or avoiding eye contact, is telling the interviewer something totally different.

"Sometimes, unspoken actions speak louder than anything you might say," she said.

Keep in mind the interview is a two-way street, said Davis. At the same time the interviewer is deciding if you're the best one for the job, you're asking yourself several questions, such as whether you want to work for this company and how you will fit in.

"Rejection plays a major role in job interviews. Be realistic," she said. "You probably aren't going to get a job with the first company you interview with. If you get a positive response from one or two out of every 10 interviews, you're doing well."

"The key to handling the turn-downs is to learn from each interview," Davis continued. "Think over what you said and how you acted. Make whatever changes you think necessary. Then, forget the rejection and go on to the next interview."

Have a family member or a friend help you prepare by holding a mock interview, she said. "Have the individual act as the interviewer and ask questions that might be asked during the interview, such as personal background, strengths and weaknesses, work experience and career goals," Davis said. "Then, have the individual critique your performance from the time you entered the door until the interview ended." This gives you a

chance to prepare for the real interview and to correct any problem areas.

You should conduct research on the company before the interview. Know what they do before walking in the door.

Davis said be on time, dress appropriately and don't offer to shake hands unless the interviewer offers a hand first.

During the interview, sit erect or lean forward slightly and maintain eye contact with the interviewer at least 80 percent of the time. Speak clearly and avoid irritating speech patterns.

Finally, convey your interest and watch your body language.

Follow up with a thank-you letter expressing your gratitude for the interview. Restate your interest in the position and clarify anything from the interview that you believe wasn't adequately explained. Indicate that you will be in touch in a few days to ask about the company's decision.

"A large part of an interview is selling yourself to the company. You're the product, and you need to convince them they need you," Davis said. A successful salesperson, she added, is enthusiastic, tactful, sincere and courteous. ❖

Master Sgt. Lee is with the Armed Forces Information Service.

Teachers' Exam First Step To New Career

Military education centers are offering the National Teachers' Examination only a few more times this year, and preregistration is required to take the test.

The examination is the first step for people considering teaching as a second career, said Jeffrey Cropsey, chief of the Defense Activity for Non-Traditional Education Support's exam certification department. Many graduate schools list the National Teachers' Examination as part of their entrance requirements, while some school districts require it for certification, he said.

The test comes in two parts: the core battery and specialty area test. The core test, Cropsey explained, is broken down into three two-hour blocks, each testing knowledge in a different area.

The communications skills block includes reading, writing and listening comprehension, while the general knowledge section concentrates on literature, fine arts, social studies, mathematics and science. The third block, professional knowledge, asks questions on teaching.

Cropsey recommended that persons who haven't taken any education courses or worked in military education read a book on basic principles of education before taking the examination.

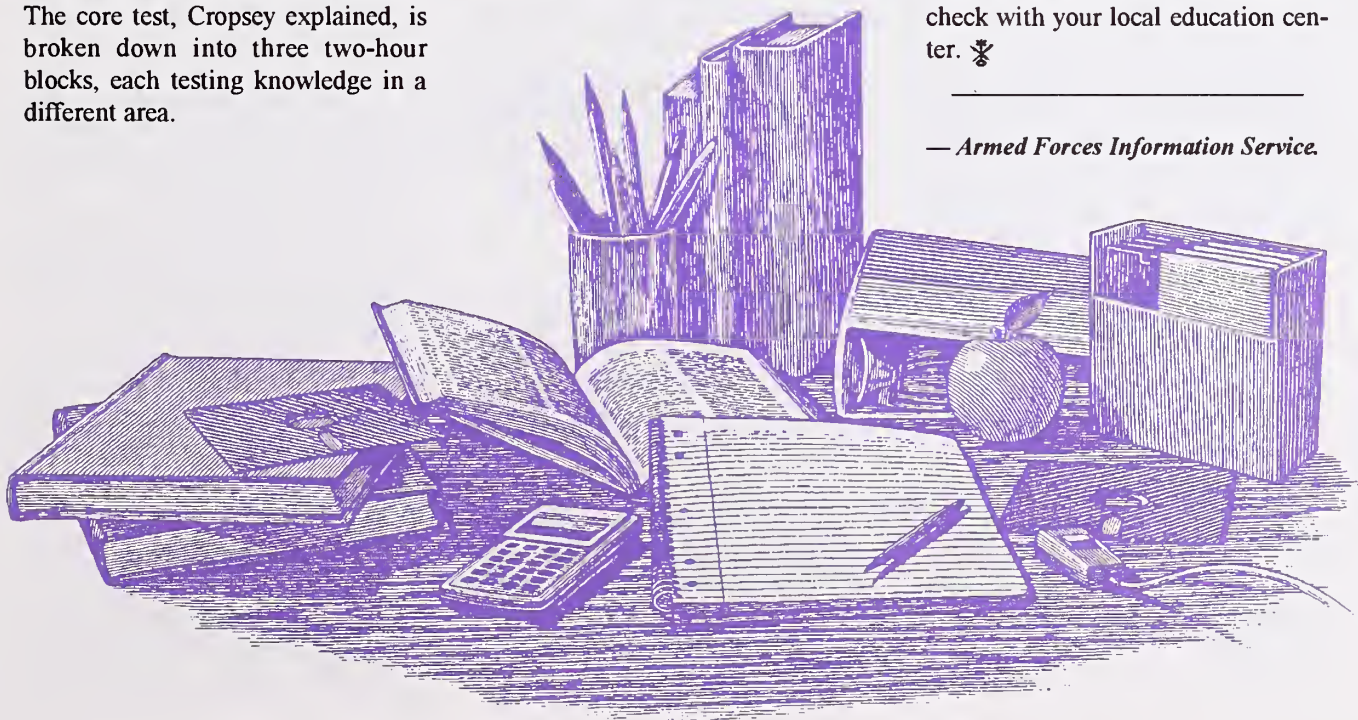
The second part of the exam offers testing in specific subjects, such as history, social studies and English. The test is scheduled separately from the core exam.

"If you're seriously considering teaching, I recommend that you go for it and take the test," he said. "If you aren't sure about education being a second career, talk to a counselor. Don't take the test just because it's being offered. Be pretty sure that teaching is what you want."

The core exam and one specific subject test are given free to active duty military members, said Cropsey. His organization pays the costs, "because it's our mission to provide educational opportunities for members of the armed forces." Civilian employees are required to pay for the tests.

For specific times, dates and locations of the exam and to preregister, check with your local education center. ✱

— Armed Forces Information Service.



I Didn't Know That Regulation Had Changed!

by Maj. Donna L. Walthall

Regulations are constantly being revised and distributed throughout the military. Yet, soldiers and civilians who need to know about the changes are sometimes the last to learn that an Army regulation (AR), a Department of the Army pamphlet (DA PAM), a field manual (FM) or a circular has been changed. On several occasions I have heard the statement, "I didn't know that regulation had changed. When did that happen?" Just being aware that a regulation has or is being changed is just as important as having it in some cases.

This section of the *Journal*, "Regulation Update," will provide information about changes, not take the place of the regulations. For detailed changes, you will need to obtain a copy from your publications clerk or visit the local publications library in your area. This month's feature focuses on information about the proper fit of the Class A service uniform, Army policy on sexual harassment, military operations, the INSCOM Family Action Program, and revised threat support guidance.

AR 600-20,
Army Command Policy

— New Initiatives Combat Sexual Harassment

New sexual harassment prevention initiatives reflect the high priority assigned to the problem by senior Army leaders.

Army Regulation 600-20, *Army Command Policy*, attacks all fronts of the issue, according to an equal opportunity official. The revitalized program combines sensitivity training, revised reporting and investigative procedures, and periodic reviews.

The new sexual harassment action plan addresses institutional training, beginning at initial entry into the Army workforce, and spans throughout a person's career. All Army personnel will also be required to attend biannual training at their place of duty.

Training will be conducted in a variety of ways, one of which will combine videotapes with discussion. A revised sexual harassment complaints process will also be demonstrated.

Swift and deliberate punishment will make potential offenders aware that violations of the policy may very well carry career-ending implications, the official said. (ARNEWS)

DA PAM 700-84,
Proper Fit of the Army Green Service Uniform

— Pamphlet Sets Standard for Class A's

The Army has released a new pamphlet that provides a pictorial reference for soldiers buying or fitting the Army green service uniform.

The pamphlet was developed because current Army regulations do not

describe uniform fit standards, and the Army's technical manuals on this subject are being updated, officials said.

The Department of the Army Pamphlet 700-84, *Proper Fit of the Army Green Service Uniform*, was published jointly by the Office of the Deputy Chief of Staff for Logistics and the Office of the Deputy Chief of Staff for Personnel.

This full-color pictorial is being distributed through Army military clothing sales stores. Additional copies are available through the Baltimore Publications Center. (ARNEWS)

FM 100-5, *Operations*

— Manual Undergoes Revision

The Army is changing the manual which commanders at all levels look toward for guidance on planning and conducting operations.

Field Manual (FM) 100-5, *Operations*, is being rewritten to allow the Army to cope with its post-Cold War mission requirements.

"The Army Training and Doctrine Command Headquarters is the center of gravity for FM 100-5 and its impact on developing Army doctrine," said Col. John W. Reitz, writing team chief of the project.

Faced with a changing world, senior Army leaders decided that the current policies governing the Army's operational procedures needed to be changed, Reitz said. In late 1991, doc-

trine was chosen to be the engine of change.

If doctrine is the engine of change, then FM 100-5 is the operating manual for that engine, Reitz said.

"This manual is the keystone for the way the entire Army conducts operations," he said. It has been updated to incorporate the changes brought forth by military downsizing and a changing threat.

Distribution of the revised FM 100-5 is expected to begin by June 28, 1993.

The new manual focuses on operations, as opposed to tactics, and the transformation in scope from a central European battlefield to a regional conflict, Reitz said.

The manual also incorporates more interaction between the services to reflect modern day "purple" environment (joint), which is becoming more commonplace in the Armed Forces. (ARNEWS)

USAINSCOM Circular
608-93-1, *The United States
Army Intelligence and Security
Command (USAINSCOM)
Family Action Program*

— Process of Identifying Issues of Concern to the Total Army Family

Mission First, People Always!
INSCOM is truly concerned with both aspects of this statement, and it is evident in the duty performance of INSCOM personnel as well as the manner in which we take care of our people. With the recent release of INSCOM Circular 608-93-1, dated April 1993, INSCOM reaffirmed this commitment to the proper establishment of both policies and procedures for implementation of a family action program.

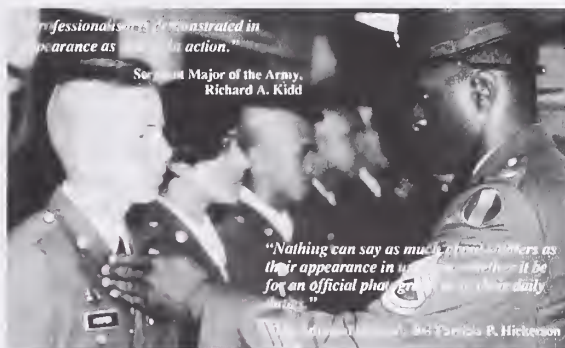
This circular identifies the responsibilities at all levels of the command in supporting the program and the forums for identifying concerns.

The objective of the program is to enhance readiness and increase retention by improving the quality of life for soldiers and their families. The only way

Headquarters
Department of the Army
Washington, DC
October 1992

Department of the Army
DA Pamphlet 700-84

Proper Fit of the ARMY GREEN SERVICE UNIFORM



Making Our Total Army Look as Good as It Is!

DA Pamphlet 700-84

to measure whether or not the needs of INSCOM personnel are being met is to have active participation at all ranks, ages, military and civilian participation. (INSCOM PAO)

AR 381-11, *Threat Support to U.S. Army Force, Combat, and Materiel Development*

— Revised Threat Support Guidance

The latest revision of Army Regulation 381-11, *Threat Support to U.S. Army Force Combat, and Materiel Development*, dated March 1993, became effective on April 1, 1993. The purpose of this regulation is to provide guidance on the development of threat

support programs, use of approved intelligence products, responsibilities of the Office of the Deputy Chief of Staff for Intelligence threat integration staff officers, and the functions of threat coordination groups.

AR 381-11 identifies threat support responsibilities at the Department of the Army and major Army command levels such as INSCOM.

Additionally, it requires annual system threat assessment report updates; expands the scope of the threat support process and documentation requirements through the use of flow charts and diagrams; and requires threat support activities to follow a standard system threat assessment report format. (INSCOM PAO)



News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Compiled by Maj. Donna L. Walthall

Two Multinational Corps Take Form in Germany

NATO leaders from the United States and Germany recently combined forces to form the first two multinational corps in Europe.

The arrangement, announced by officials from U.S. Army, Europe (USAREUR), represents part of the North Atlantic Treaty Organization's new force structure. It combines a German division with the U.S. V Corps, headquartered in Frankfurt, and integrates one of the two U.S. Divisions remaining in Europe into the Ulm-based II German Korps.

USAREUR officials explained that, besides having liaison officers, each corps' primary staff will retain the services of six soldiers from the opposite nation. The divisions will remain under national control until contingencies require a transfer of authority to NATO. (ARNEWS)

Chief's Video Pays Tribute to Civilian Component

A new 18-minute video tribute to the civilians of the Army work force is available to educate the Total Army on the role and importance of civilian employees.

The Army Visual Information Center at the Pentagon produced the video, with Army Chief of Staff Gen. Gordon R. Sullivan as the guest host.

All initial-entry soldiers and civilians will view the video, said Joseph E. Galbraith, Director of Civilian Personnel at the U.S. Total Army Personnel Command. Employees already in the Army work force will view the video at Army schools and at their units. The goal is to have the video distributed and viewed by the Total Army within six months, he said.

Among the issues Sullivan discussed was the fact that civilians are "moving into key management positions previously held by people in uniform."

He stressed that the concept of this video is nothing new, adding, "Sometimes we learn old lessons over again."

All units should receive a copy of the video during the distribution period, Galbraith said. If you do not, you can also obtain a copy from your post civilian personnel office. (ARNEWS)

Company Command Opportunities

As the Army's TO&E (Table of Organization and Equipment) and TDA (Table of Distribution and Allowances) organizations continue to draw down, the professional developmental and branch qualifying opportunity (company command, or its equivalent) provided by assignment to these organizations is being reduced. This is happening at the same time that the requirements for branch qualified captains continue to grow.

Many commanders have followed the practice of giving certain officers

multiple commands (e.g., a line company, then an HHC (Headquarters and Headquarters Company) or vice versa). Department of the Army Pamphlet 600-3 outlines each branch's policy on multiple company level commands.

With the draw down of force structure, the Personnel Command (PERSCOM) as a rule, cannot support MACOM requests to give officers multiple company-level commands. As an exception, PERSCOM will support multiple commands for companies in the Third Infantry (The Old Guard), and all companies within the Ranger Regiment. Other requests for additional command must involve consultation with branch assignment officers at PERSCOM.

The PERSCOM point of contact is either your respective branch career assignment officer or Maj. Bill Autry at DSN 221-3158 or Commercial (703) 325-3158. (ARNEWS)

Government Vehicle Restrictions

Thinking about stopping off at the bank on the way back to the office? Well, forget it if you're driving an Army non-tactical vehicle (NTV).

Diversion of government-owned vehicles for personal convenience is a violation of the law, and can lead to disciplinary action, according to logistics and legal officials. They point out how one can easily be tempted to make personal use of "a vehicle identical to those seen on every roadway —



e.g., unmarked sedans, vans and pickups.”

To reduce the temptation, officials often feel obliged to remind non-tactical vehicle users of the restrictions that apply; for example, no NTVs may be used:

- ☐ to transport persons for personal, social or non-government related business reasons;

- ☐ when justification is based on reasons of rank, prestige, or personal convenience;

- ☐ for transportation to commissaries, post exchanges (including all concessions), bowling alleys, officer clubs and non-commissioned officer clubs, or any non-appropriated-fund activity, unless you're conducting official government business; or

- ☐ for transportation of Army personnel over all or any part of the route between their home and places of duty, unless specially authorized by the Secretary of the Army.

If you have questions about the authorized use of these vehicles, contact your legal advisor. (ARNEWS)

Army Offers Warrant Officer Opportunity

The Army is offering qualified soldiers the opportunity to become warrant officers through the Warrant Officer Training Program.

Army warrant officers enjoy the same benefits as commissioned officers. Warrant officers spend their entire careers as highly specialized experts

and trainers who operate, maintain, administer and manage the Army's equipment, support activities or technical systems. Both the active Army and the Army Reserve offer warrant officer positions.

Soldiers interested in applying for the Warrant Officer Training Program must meet the following criteria:

- ☐ be a U.S. citizen,
- ☐ have a GT score of 110 or higher,

- ☐ be a high school graduate or have a GED equivalent, and demonstrate proficiency in the English language.

Prerequisites, application procedures and a list of available specialties can be found in the forthcoming Department of the Army Circular 611-93 series.

More information on warrant officer recruiting can be obtained by calling DSN 464-8789/0820 or commercial (502) 624-8779/0820. (ARNEWS)

Army College Fund Increases

The Army is raising the amount of money available for the Army College Fund, up to a maximum of \$30,000. The previous amount available to a qualified four-year enlistee was \$25,200.

Congress approved this measure to restore the Army College Fund's buying power, which had weakened with rising college costs.

According to a *USA Today* report, one year at a public college cost about \$5,000 in 1985; a private education ran \$10,000. Today, public schools cost about \$7,600 a year, and private institutions about \$16,300.

The \$30,000 is amassed by combining \$13,200 from the Montgomery GI Bill with \$1,200 from the soldier. The remaining \$15,600 is provided by the Army College Fund.

To qualify for the Montgomery GI Bill and the new Army College Fund, an applicant must have a high school diploma, score at least 50 on the entrance aptitude test, enlist in a designated critical job skill, have no prior military service, and meet other enlistment eligibility requirements. Army recruiters are now accepting applications for this option. (USAREC)

PERSCOM Clarifies Kuwait Medal Wear

Some soldiers may be wearing the wrong Kuwait Liberation Medal, according to officials at the U.S. Total Army Personnel Command.

A Kuwait version of the medal was presented by Kuwaiti government representatives to several soldiers. In February, the Acting Assistant Secretary of the Army for Manpower and Reserve Affairs directed that these soldiers may accept and keep the medals, but they are not authorized to wear the Kuwaiti versions on the Army uniform, officials said. (PERSCOM)



CLASSIC WWII HUMOR RETURNS

WILLIE & JOE *Bill Mauldin*



"... forever, Amen. Hit the dirt"

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

WWII CHRONOLOGY, JUNE 1943

1 (A) Plan is formulated for occupation of Kiska.

3 (S) Adm. Halsey issues basic operations plan for assault on New Georgia Island, in Central Solomons, in order to secure Munda Airfield, from which to support subsequent offensive against North Solomons.

5 (M) Gen. Eisenhower orders head of Force 141 (planning staff that is later to become Headquarters, 15th Army Group, under Gen. Alexander) to draw up plans for invasion of Italy.

7 (S) Japanese begin another series of air attacks on Guadalcanal in effort to cut communications line.

Allied fighters intercept and destroy 23 planes for loss of 9.

12 (S) Allied planes intercept large force of attacking enemy planes in Guadalcanal area and destroy 31 for loss of 6.

15 (M) Gen. Giraud is directed by Gen. Eisenhower to name ground forces commander and staff to prepare plan for invasion of Corsica (FIREBRAND).

18 (Sicily) Allied planes begin powerful attacks on Messina. Other targets on and in vicinity of Sicily are being pounded in preparation for HUSKY.

25 (Sicily) Preinvasion bombard-

ment by Allied planes continues. NAAF delivers heaviest single attack of the month on Messina, dropping more than 300 tons of bombs.

30 (S) Ships and landing craft from South Pacific Amphib Force land New Georgia Occupation Force (commanded by Gen. Hester, 43d Division Commanding General) on central Solomons.

Event Locations:

- (A) Aleutian Islands
- (M) Mediterranean
- (S) Solomon Islands
- (Sicily) Sicily

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.

Calendar of Events

June 1993

*Summertime is here!
National Drive Safe Month*

- 10-13 "Spirit of America," Landover, Md.
- 14 Army Birthday/Flag Day
- 15 470th MI Brigade Change of Command Ceremony,
Panama
- 18 Command Sgt. Maj. McKnight
Retirement Ceremony, Fort Belvoir, Va.
- 20 Father's Day
- 30 Foreign Intelligence Activity Change of Command
Ceremony, Fort Meade, Md.

July 1993

- 5 Independence Day (Federal Holiday)
- 16 U.S. Army Field Support Center Change of
Command Ceremony, Fort Meade, Md.
- 19 - 23 Worldwide NCOES Conference, Fort Bliss, Texas
- 25 - 31 Transportation Corps Regimental Week



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COMMANDER
USA INSCOM
ATTN: IAPAO
FT. BELVOIR, VA 22060-5370



Army Birthday

The United States Army celebrates its 218th birthday on June 14, 1993.



Words may be read straight across, backward, up, down or diagonally.

FOUNDING FATHERS
PATRIOTS
GUARDIANS
COMMON DEFENSE
COLONIAL
GEORGE WASHINGTON
RICHARD MONTGOMERY
COMMANDER IN CHIEF
JUNE
FIVE

NEW NATION
MILITIAS
TRADITION
SACRIFICES
LIBERTY
CHARLES LEE
INFANTRY
TEN COMPANIES
FOURTEEN
OFFICERS

FREEDOM
CONTINENTAL ARMY
HERITAGE
IDEALS
ARMY BIRTHDAY
HORATIO GATES
RIFLEMEN
ENLISTED
SEVENTEEN
UNIFIED

POSTERITY
CELEBRATION
REVOLUTION
INDEPENDENCE
DISCIPLINE
REGIMENT
ARTILLERY
SERGEANTS
SEVENTY
VISION

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